



RIVERSIDE DRIVE DEVELOPMENT PLAN



City of Asheville
Office of Economic Development



Asheville Area Riverfront Redevelopment Commission

AUGUST 12, 2014



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EXECUTIVE SUMMARY

PURPOSE OF THE PLAN
SUMMARY OF RECOMMENDATIONS
KEY IMPLEMENTATION COMPONENTS





Scale: Not to Scale



EXECUTIVE SUMMARY

Asheville's River Arts District (RAD) represents the rebirth of the City's historic industrial area as a vibrant enclave of creative activity: 180-plus artists working in over two dozen rehabilitated factories and warehouses arrayed along the banks of the French Broad River. RAD's urban vibe and re-purposed buildings housing studios, galleries and restaurants inform a fun and wonderful sense of place.

This distinctive character, along with its central location (just one mile equidistant from Asheville's dynamic downtown to the east and West Asheville's increasingly energetic core), make RAD an appealing destination for visitors and residents alike. RAD contributes to Asheville's reputation as one of the country's premier arts havens and thus plays a key economic development role. But for people who live and work in RAD, it's also a neighborhood that benefits from abundant recreational open space located on the French Broad River and Riverside Drive, one of the area's principal transportation corridors.

RAD is poised to become the City's and the County's next area for focused revitalization, rehabilitation and thoughtful infill development especially given the New Belgium brewery's \$135 million investment just across the River. Riverside Drive is slated for realignment, and with it a cluster of major enhancements as detailed in the River Arts District Transportation Improvement Plan (RADTIP), an initiative addressing a 2.2 mile segment of the 17-mile Wilma Dykeman RiverWay corridor. With funding already in place, RADTIP is slated for completion by 2018.



A. PURPOSE OF THE PLAN

A revamped Riverside Drive will bring both challenges and opportunities to RAD, including the potential for new residential and commercial development and further adaptive reuse of existing structures. To that end, the City of Asheville launched the Riverside Drive Development Plan (RDDP), which examines how City-owned parcels along Riverside Drive between Lyman Street and Craven Street—ten acres of readily-developable land—could become catalysts for additional economic activity and investment throughout RAD.

RDDP sets forth the City's preferred alternative scenarios for the future disposition of its parcels and addresses implementation prerequisites for success. The City considered:

- Opportunities for active and passive recreation on green space adjacent to the French Broad River on the west side of Riverside Drive, consistent with the Wilma Dykeman RiverWay Master Plan and the River Arts District Transportation Improvement Plan (RADTIP); (See Photo 1)
- Adaptive reuse options for 14 Riverside Drive, a 1,900 square foot historic brick structure that once served as North Carolina's last coal-fired gasworks; (See Photo 2)
- New development possibilities for three discrete City-owned sites located on the east side of Riverside Drive just north of the Curve and encompassing the former Ice House complex, best known for its iconic smokestack, and; (See Photo 3)
- Potential partnerships with other RAD landowners, including Norfolk Southern whose rail lines parallel Riverside Drive. (See Photo 4)



By strategizing how to capitalize on the RADTIP improvements in advance, the City hopes to accelerate RAD's ability to benefit from this significant public investment.

For both 14 Riverside Drive and the three City-owned parcels, RDDP presents several alternative approaches since both market conditions and potential partnerships may change during the years before RADTIP's completion. All were vetted with stakeholders: RDDP reflects six months' work with the community, elected representatives, the Asheville Area Riverfront Redevelopment Commission, artists, business and property owners and local organizations within the River Arts District.



B. SUMMARY OF RECOMMENDATIONS

All RDDP recommendations:

- Maximize development on land owned by the City of Asheville and, to an extent, complementary development on a few adjacent and nearby properties... all of which would encourage other private and public initiatives throughout RAD.
- Adhere to a new RAD-specific Form-Based Code, some parts of which have already been suggested through interviews and reviews by RAD stakeholders.
- Support and advance existing plans for riverside recreational facilities;
- Accommodate related parking demand as well as fulfill parking deficits in the rest of RAD, and;
- Demonstrate financial feasibility.

Throughout the process, local stakeholders were given numerous opportunities to contribute ideas and critique the emerging concepts. Major recommendations include the following items.

- **PLAN FOR CIRCULATION**—RDDP accommodates pedestrians, mobility-impaired people, cyclists, public transit and automobile drivers via a multi-pronged approach.

“Promenades:” All outdoor rooms will be linked by the “Riverside Drive Promenade” to the east and the continuous pedestrian and cycling path directly on the French Broad—the “French Broad Promenade”—on the west. In turn, all of these outdoor rooms provide interesting places to stop, look and listen if visitors choose to amble along the entire Wilma Dykeman RiverWay—and, in combination, provide a series of new destinations in Asheville. (See Photos 1 - 4)

Pedestrian Transition Zone: The PTZ sits just above street level and links new and infill development along the entire urban riverfront. It forms a series of public terraces that create an active zone for pedestrians while providing parking below, within the floodway. This configuration also enhances public safety by vertically separating all pedestrian activity above the proposed elevation of Riverside Drive, posted with a speed limit of 30 miles per hour.



- **PROVIDE GREEN SPACE**—Use most of the City holdings west of Riverside Drive to provide more public open space directly on the River. RDDP suggests a “passive lawn” across the road / along the river from 14 Riverside Drive, a constructed and interpreted wetland dealing with water quality, River front promenades connecting a series of themed “outdoor rooms” with event space near Craven Street. (See Photos 1 - 2)

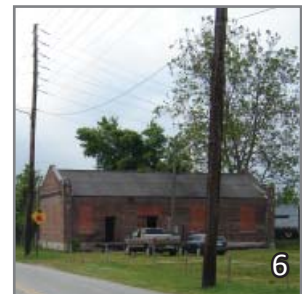


- **RESTORE HISTORIC STRUCTURES**—Restore and reuse both historic structures presently owned by the City: the smokestack and 14 Riverside Drive.

- **ICE HOUSE SMOKESTACK**—The approximately 70-foot tall smokestack on Riverside Drive, all that remains of the once mighty Ice House complex, personifies RAD and should continue to be a way-finding beacon and community icon. All RDDP alternatives envision the smokestack as the centerpiece of a small public plaza located between new construction. The plaza could provide a mix of park benches, pedestrian circulation to nearby parking and perhaps outdoor seating for an adjacent PTZ-level restaurant or café. (See Photos 3 - 4)

- **14 RIVERSIDE**—This 1933 structure is a flexible space that presents terrific opportunities for public uses while also complying with conditions related to its location within the 100- and 500-year flood plains. Four reuse alternatives endorsed by RDDP include: 1) a Portal to RAD with public rest rooms, an orientation center and galleries/multi-use space; 2) a Transportation/Recreation Hub, combining bike rental and boat/raft rental facilities, electric auto rentals, etc.; 3) a “cold shell” for commercial space; and 4) a combination of 1) and 2) above, including an outdoor deck overlooking the passive lawn and the River. (See Photos 5 - 6)

The proposed realignment of Riverside Drive, the open spaces with their outdoor rooms and greenways—and the River itself—could help make this building a hub for new urban life within RAD.



• **ENHANCE ECONOMIC ACTIVITY**—RDDP recommends that approximately 50,000 square feet of City-owned land—three parcels between Riverside Drive and the Norfolk Southern rail lines—be slated for mid-rise residential units and arts-related commerce. The plan endorses four concepts that: (See Photos 1 - 4)

- promote a mixed-use district and provide an urban village;
- presume the involvement of private sector developers;
- leverage existing public, private and nonprofit sector investments and river views;
- reflect physical and economic feasibility testing, and;
- garner favorable comments from RAD stakeholders.



The four concepts are:

Scenario

1. Play by the Rules



2. Implement Form-Based Code



3. Add Riverfront Hotel



4. Maximize Partnerships



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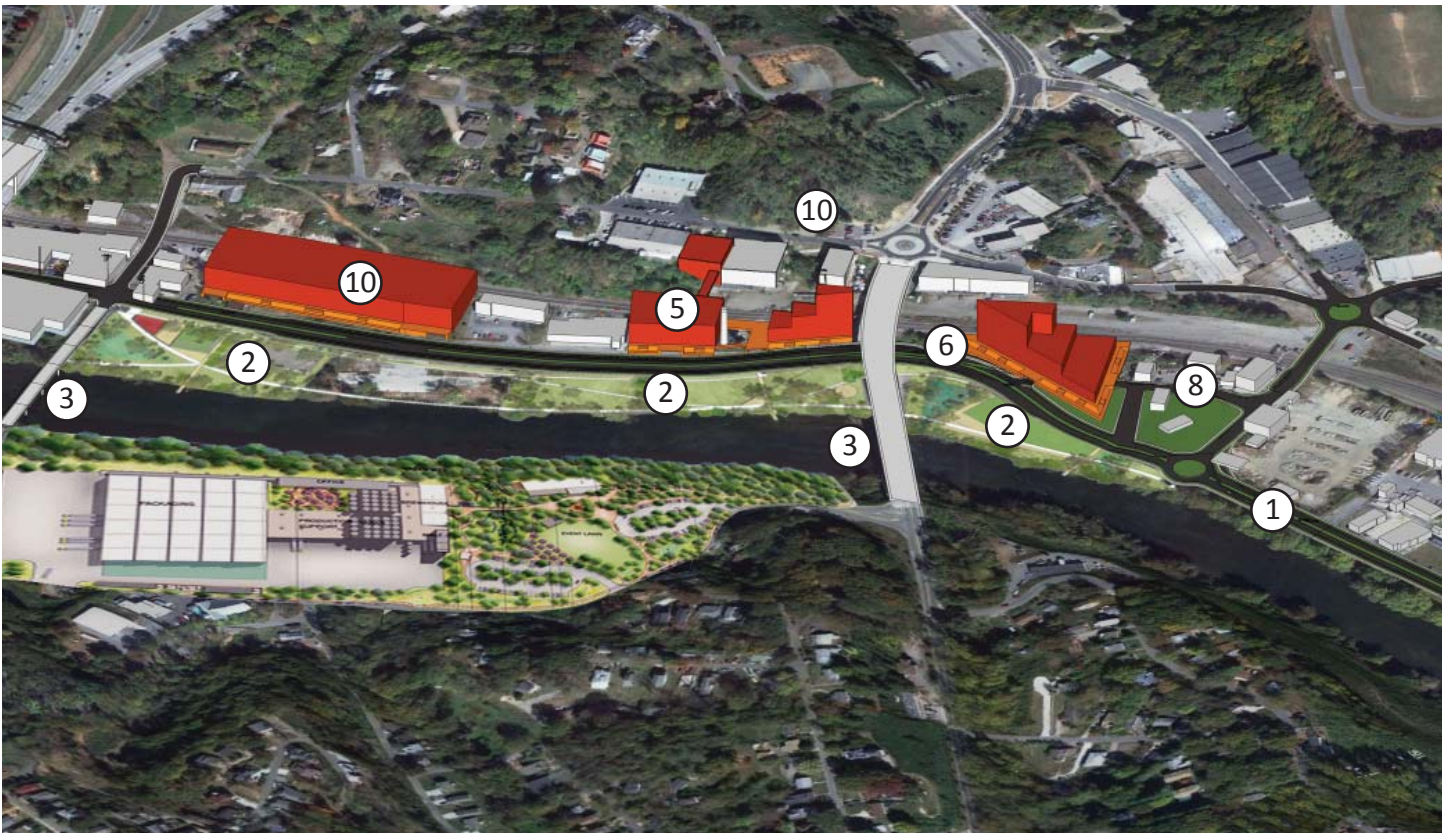


Development Strategy	Parcels Involved	Sq. Ft.	Of Note
Complies with all existing City of Asheville land use regulations affecting building volume, most notably height and setbacks, and does not require participation by any other property owner or any changes to other plans.	Three City-owned properties on the east side of Riverside Drive.	304,000	All scenarios test use combination but retain flexibility.
Adds stories to capture views, steps back buildings to avoid shadow issues, creates roof terraces and maintains roughly the same square footage. Does not require participation by any other property owner or any changes to other plans.	Three City-owned properties on the east side of Riverside Drive.	304,000+	Buildings do not intrude into RAD or WECAN views of the French Broad.
Resolve the FEMA deed restrictions affecting development on one of the City's waterfront parcels. Preserve the land immediately adjacent to the River for recreation.	Three City-owned properties on the east side of Riverside Drive and one City-owned property on the west side of Riverside Drive.	450,000	Plan assumes porous borders between the hotel and Greenway.
Presumes the City and RiverLink negotiate an agreement to place a hotel east of Riverside Drive and devote all of the deed restricted parcel to recreational use. Rehab Roberts Street structures, build a parking garage and link the areas together via a bridge using railroad right-of-way.	Three City-owned properties on the east side of Riverside plus an area on Roberts, the railroad right-of-way and RiverLink's property at the northern end of the RDDP study area.	468,000	Very preliminary ideas vetted with Norfolk Southern and RiverLink.

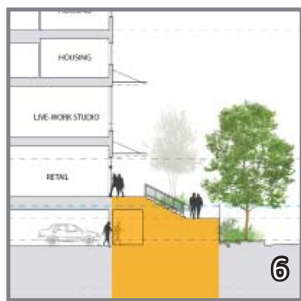
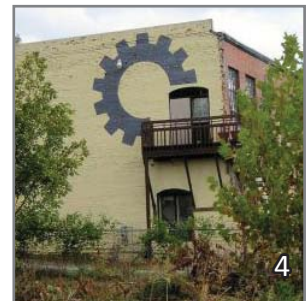
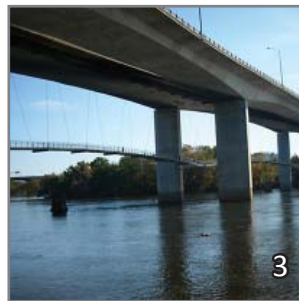
C. KEY IMPLEMENTATION COMPONENTS

Transforming RDDP recommendations from vision to RAD reality entails many implementation tactics, from the adoption of specific policies or practices to more tangible improvements, including the completion of previous plans. Key components include:

- **IMPLEMENT RADTIP**—RDDP construction cannot begin until the last pieces of RADTIP work are being put into place: without firm evidence of the City’s determination to complete RADTIP, private sector partners likely will not accept the risks associated with such an ambitious public improvement program. (See 1)
- **DEVELOP RIVERSIDE PARK AND GREEN SPACE AMENITIES**—The public open space improvements devoted to active and passive recreational uses set forth in RADTIP, the Wilma Dykeman RiverWay Master Plan, the Parks, Recreation, Cultural Arts and Greenways Master Plan and RDDP undergird all future development potentials. The quality of life and amenity values of these improvements creates superb real estate development opportunities for RAD-area property owners and investors. (See 2)
- **CONNECT TO NEW BELGIUM**—The crowds thronging to New Belgium (up to 150,000 annually) will be an opportunity for RAD businesses... if it’s easy to cross the French Broad on foot or by bike. Easy car access is important too. (See 3)
- **INSTALL RAD-SPECIFIC WAYFINDING**—Lost visitors miss out on opportunities to enjoy RAD offerings and generate more economic impact. Wayfinding signage is part of providing infrastructure, but it should reflect and reinforce RAD’s character. (See 4)
- **PROVIDE A PARKING GARAGE**—Without adequate parking, developers lack assurance that anticipated demand—from residents, employees and visitors—can be accommodated. (See 5)
- **IMPLEMENT THE PEDESTRIAN TRANSITION ZONE**—An essential infrastructure element, the PTZ creates the safety and surety necessary for investor confidence in RAD opportunities. (See 6)
- **DEVELOP A RAD-SPECIFIC FORM-BASED CODE**—This regulatory tool can help ensure that new development reinforces RAD’s distinctive character while also providing long- and short-term flexibility with regards to use. (See 7)
- **REHABILITATE 14 RIVERSIDE DRIVE**—Since it’s an existing historic structure under City control that is envisioned as a community and visitor resource, 14 Riverside Drive’s renovation or rehabilitation can be a relatively quick project that can set the tone for remaining RDDP projects and support the green space amenities. (See 8)
- **MAXIMIZE DEVELOPMENT POTENTIAL**—While there are many criteria that could be used to guide decision-making about the City’s parcels or other development opportunities, RDDP endorses maximizing development potential as the most efficient way to catalyze additional economic opportunities throughout RAD. (See 9)
- **ENCOURAGE CREATIVE PARTNERSHIPS**—Nearby landowners and stakeholders comprise a resource for RDDP and its objectives. Creative partnerships that hold real benefits for all involved are an important implementation ingredient for success. (See 10)



Scale: Not to Scale





CITY OWNED LAND REDEVELOPMENT OPPORTUNITY

THE OPPORTUNITY

WHY HERE?

GUIDING PRINCIPLES & DEVELOPMENT CONSTRAINTS

PUBLIC SPACE

NEW DEVELOPMENT

14 RIVERSIDE DRIVE REHABILITATION OPPORTUNITY

PLANNING CONSIDERATIONS



CITY OWNED LAND REDEVELOPMENT OPPORTUNITY

A. THE OPPORTUNITY

Just a mile from Asheville’s revitalized downtown is a vibrant arts and arts-related neighborhood called the River Arts District (RAD). Located along the French Broad River’s eastern bank, and physically connecting downtown to quickly-revitalizing West Asheville, this area is well positioned to support mixed-use infill development that capitalizes on the uniqueness of its River setting and its adjacency to artists’ studios and related creative commerce.

The City of Asheville owns several parcels in the heart of this area. Elected leaders and staff realize that this land can provide a return to both private developers and the public sector if developed with key social, environmental and economic intentions in mind.

The challenge is that of the approximately ten acres along one-half mile of Riverside Drive between Lyman and Craven streets—bounded to the east by the Norfolk Southern rail freight lines and on the west by the realigned Riverside Drive—only about fifty thousand square feet is suitable for new construction. How can this development potential be maximized?

PARCELS FOR NEW DEVELOPMENT AND/OR REHABILITATION/RENOVATION

1. 14 RIVERSIDE DRIVE

PIN #963896784600000 is a .29 acre parcel that was donated to the City by Scana Energy/PSNC in April 2012 after the City, with financial assistance from the U.S. EPA and in cooperation with Scana, successfully obtained a Brownfields Agreement (deed restriction) on the property.

The site includes a 1,920 square foot masonry building, some undeveloped parking and open space and the mouth of an unnamed creek that flows through the future Clingman Forest Greenway area before joining the French Broad River. The building is eligible for federal historic tax credits (and, until the end of 2014, matching state tax credits). It is a “contributing structure” in the Riverside Industrial National Register Historic District (2004). It is located within both the 100- and 500-year floodplains. It is subject to more strict development regulations in accordance with adopted federal and local ordinances. It is zoned “River.” While Riverside Drive is currently located to the east of the building, the River Arts District Transportation Improvement Project (see RADTIP in section C) will relocate this section of the road (five to ten years from now) to the west side of the building.

2. ASHEVILLE MGP SITE, SOUTHEAST SECTION (2)

PIN# 963896596900000 is a 2.55 acre site. However, only about .25 of an acre on the southeastern edge (and which will later sit on the east side of the proposed RADTIP project) is suitable for new development. The property was donated to the City of Asheville by Progress Energy in 2008 after an extensive clean-up of the original manufactured gas plant operation that was decommissioned in the 1960s. It is currently zoned “River.”

3. FORMER CAROLINA POWER & LIGHT LOCATION

PIN# 963897710300000 is a .73 acre parcel that was donated to the City of Asheville by Progress Energy, at the same time as the MGP site. It is vacant and zoned “River.”

4. FORMER ICE HOUSE LOCATION

PIN #963897369400000 is a 1.0 acre parcel that was purchased along with PIN 963897167400000 by the City of Asheville in November, 2012, for \$625,000. After due diligence and City Council consideration, the City paid to demolish the existing 50,000 square foot Ice House on the property and paid to preserve—through mortaring, capping and installation of lightning protection—the iconic smokestack remaining on the site.

PARCELS FOR RIVERFRONT PUBLIC SPACE THAT SUPPORT NEW DEVELOPMENT:

5. ASHEVILLE MGP SITE, NORTHWEST (JEAN WEBB PARK) AND CENTRAL SECTION

PIN# 963896596900000 was acquired by donation from Progress Energy. Through efforts by Buncombe County and RiverLink, the northwest part of this parcel was developed in the 1990s as Jean Webb Park, prior to acquisition by the City. There are some existing amenities, such as a canoe and kayak put-in, parking and picnic facilities. Recently, the City—among others—sponsored the design and construction of a unique pedestrian bridge, spearheaded by the Asheville Design Center, just to the south of Jean Webb Park. The bridge allows visitor access to the central portion of this site from the dedicated parkland.

6. RIVERFRONT ICE HOUSE PARCEL

PIN# 963897167400000 is a 2.1 acre vacant parcel in the French Broad River’s floodway just north of Jean Webb Park. It was acquired by the City in conjunction with the other Ice House parcel, PIN 963897369400000, mentioned above.

7. FEMA PARCELS/RIVERSIDE DRIVE TRACTS A-D

PIN #s 963888556400000; 963888642600000; 963888639200000; 963888656300000

The City successfully obtained \$380,000 of FEMA flood hazard mitigation funding to purchase these four parcels and demolish a building on the site in 2000. Use of the 2.11 acres of land is restricted by deed to open space and flood sensitive construction that supports park operations and/or riverfront recreation.



Scale: Not to Scale



B. WHY HERE?

RDDP explores the opportunities and limitations associated with City of Asheville-owned parcels, potentially via project-specific public-private partnerships. These nine parcels were either bought or gifted to the City. They comprise seven development areas - outlined above - and total approximately ten acres along less than one-half mile of Riverside Drive between Lyman Street and Craven Street.

Land Resources

Five of the seven development areas are west of Riverside Drive, directly on the banks of the French Broad River.

It is widely agreed that these riverfront sites are best-suited for recreational use at a near-midway point along the entire 17-mile Wilma Dykeman RiverWay, as stipulated in plans adopted by both the City of Asheville and Buncombe County. These development areas are sometimes referred to as Asheville's "urban riverfront," just a mile from our eccentric and exuberant downtown. Moreover, these areas are all or nearly all within the French Broad River floodway which constrains their development potential.

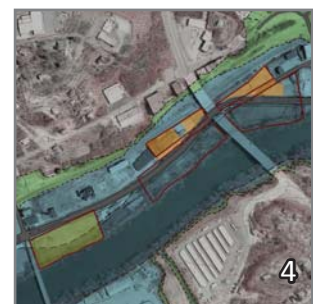
Several other factors influence development potential:

- The northernmost urban riverfront parcel—approximately 200 feet by 500 feet—is currently “deed restricted” to public use only: no private development would be permitted without the consent of Federal Emergency Management Agency (FEMA) which provided the funds used by the City to purchase the property with the understanding that they would enhance flood protection. (See Photo 1)
- The two non-riverfront parcels—just across Riverside Drive but still only about 200 feet from the French Broad—are each roughly 100 feet by 450 feet, defined on the west by the proposed realignment of Riverside Drive and on the east by three tracks of Norfolk Southern’s freight rail right-of-way. These two parcels are also (more-or-less) at the center of the resident- and visitor-popular River Arts District—a showplace for well-over 160 artisans in more than two dozen historic structures rehabilitated as studio buildings as well as a dozen restaurants, breweries and other independent, creative industries. These two parcels are just (barely) out of the floodway but are within the 100-year and 500-year flood plains. (See Photo 2)
- All parcels are deemed “clean” in recent reports by environmental clearance agencies. They are also cleared and devoid of any structures, save for the one-story, 1,920 square foot PSNC Building (also known as 14 Riverside Drive) at the southern end. 14 Riverside Drive—built in 1933—is one of 27 contributing structures in the Riverside Industrial Historic District listed in the National Register of Historic Places.
- Also, all parcels currently share City of Asheville River District zoning regulations (e.g., 60 foot height maximum; 16 dwelling units per acre; 20 percent reduction in parking requirements; no one retail use may occupy more than 75 percent of the gross floor area in any building, etc.)
- Additionally, all parcels are completely within both the 100-year and 500-year flood plains, as determined by FEMA.

Although ten acres seems like substantial landholdings for an urban waterfront area ripe for development, once:

- public open space is assumed as the preferred use on the parcels on the River; (See Photo 3)
- floodway elevations and flood plain regulations are taken into consideration; (See Photo 4)
- the new alignment of Riverside Drive is implemented, and; (See Photo 4)
- the Norfolk Southern rights-of-way are subtracted...

...there remains a developable footprint of about +50,000 square feet, or a bit over ten percent of the total ten acres of City-owned land. All of this land is on the east side of the proposed Riverside Drive realignment.



C. GUIDING PRINCIPLES & DEVELOPMENT CONSTRAINTS

The goals below informed the creation of the Riverside Drive Development Plan.

- Strengthen the bond between the River Arts District and the French Broad River;
- Leverage City of Asheville investments in improving the French Broad riverfront and revising Riverside Drive to generate economic, cultural and social returns;
- Fulfill expectations among residents, business patrons and tourists that the River Arts District experience encompasses cultural activities, access to riverfront green space and a vibrant neighborhood with strong links to the rest of Asheville;
- Reinforce the River Arts District's animated character and French Broad River views as experienced from both the public realm and private spaces;
- Accommodate a mix of commercial and residential uses and provide the pedestrian circulation and parking they need to thrive;
- Encourage welcoming day- and night-time activity compatible with urban living.

D. PUBLIC SPACE

As noted earlier, the City's riverside holdings will remain as open space and recreational resources in keeping with the Wilma Dykeman RiverWay Plan and other longstanding blueprints for the area. How to engage and coordinate multiple interests, regulations and economic challenges? How to reconcile intensely programmed sites and popular passive recreation areas while restoring fragile ecologies? How to create legible and memorable park-like experiences while incorporating change and adaptation over time?

E. NEW DEVELOPMENT

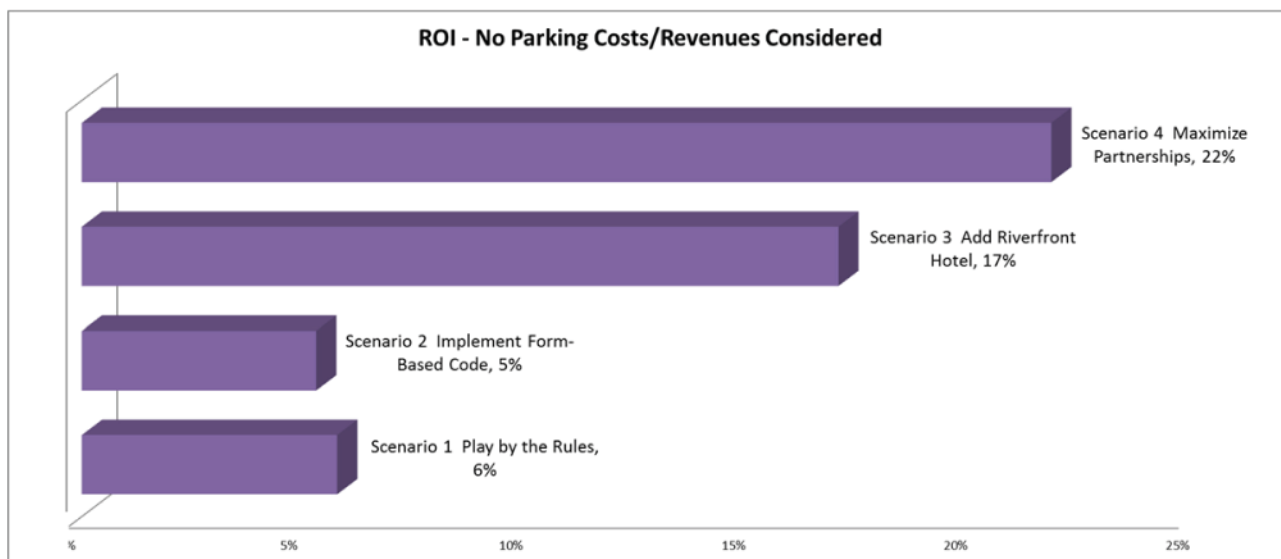
RDDP puts forth four alternative land use scenarios, each associated with a distinct approach to development:

- **SCENARIO 1:** Play by the Rules follows existing City of Asheville land use regulations affecting building volume, most notably height and setbacks, and addresses only publicly held parcels;
- **SCENARIO 2:** Implement Form-Based Code adds stories to capture views and create roof-top terraces while remaining sensitive to shadow issues and addressing only publicly held parcels creates more of an opportunity to develop the Village Center;
- **SCENARIO 3:** Add Riverfront Hotel presumes that the FEMA deed restrictions can be renegotiated, allowing for both a lodging facility and recreational use directly on the French Broad;
- **SCENARIO 4:** Maximize Partnerships assumes that the City and RiverLink negotiate an agreement to place a hotel east of Riverside Drive and devote the deed restricted parcel to recreational use. Other partnerships enable Roberts Street parcels to be linked to Riverside Drive via a bridge using Norfolk Southern right-of-way.

Each Scenario reflects an iterative feasibility analysis to ensure that the proposed land use mixes would appeal to hypothetical future development partners as profitable investment opportunities, while also making sense from a physical standpoint. Consequently, the alternatives do not contemplate approaches that might deliver better returns but would strike investors (including lenders) as risky, e.g., mixing retail and residential on a single floor. Moreover, since RDDP projects will not get underway until RADTIP nears completion some five years hence, market analysis would not add any useful detail to the scenarios.

The analysis addressed parking requirements, construction costs, income streams, and other factors affecting feasibility. Its purpose, however, was to derive feasible alternatives to be refined as per market conditions some years hence, not to inform investment decisions today. For clarity, it held most cost and revenue factors constant across scenarios, rather than refine them for each site and situation, in an effort to isolate the impact on feasibility of changing land use and other key variables. Therefore, the analysis should be considered a “numeric sketch” rather than an investment-planning tool.

The chart below compares the four scenarios’ expected Return on Investment. As the chart reveals, the more intensive the development plans, the higher the expected rate of return.



SCENARIO 1



Scale: Not to Scale



BLDG	FOOTPRINT	TOTAL S.F.
A	30,999 s.f.	154,995 s.f.
B	7,962 s.f.	39,810 s.f.
C	21,908 s.f.	109,540 s.f.
TOTAL	60,869 s.f.	304,345 s.f.



SCENARIO 2



Scale: Not to Scale



BLDG	FOOTPRINT	TOTAL S.F.
A	30,999 s.f.	154,995 s.f. +
B	7,962 s.f.	39,810 s.f. +
C	21,908 s.f.	109,540 s.f.
TOTAL	60,869 S.F.	304,345 s.f. +



SCENARIO 3



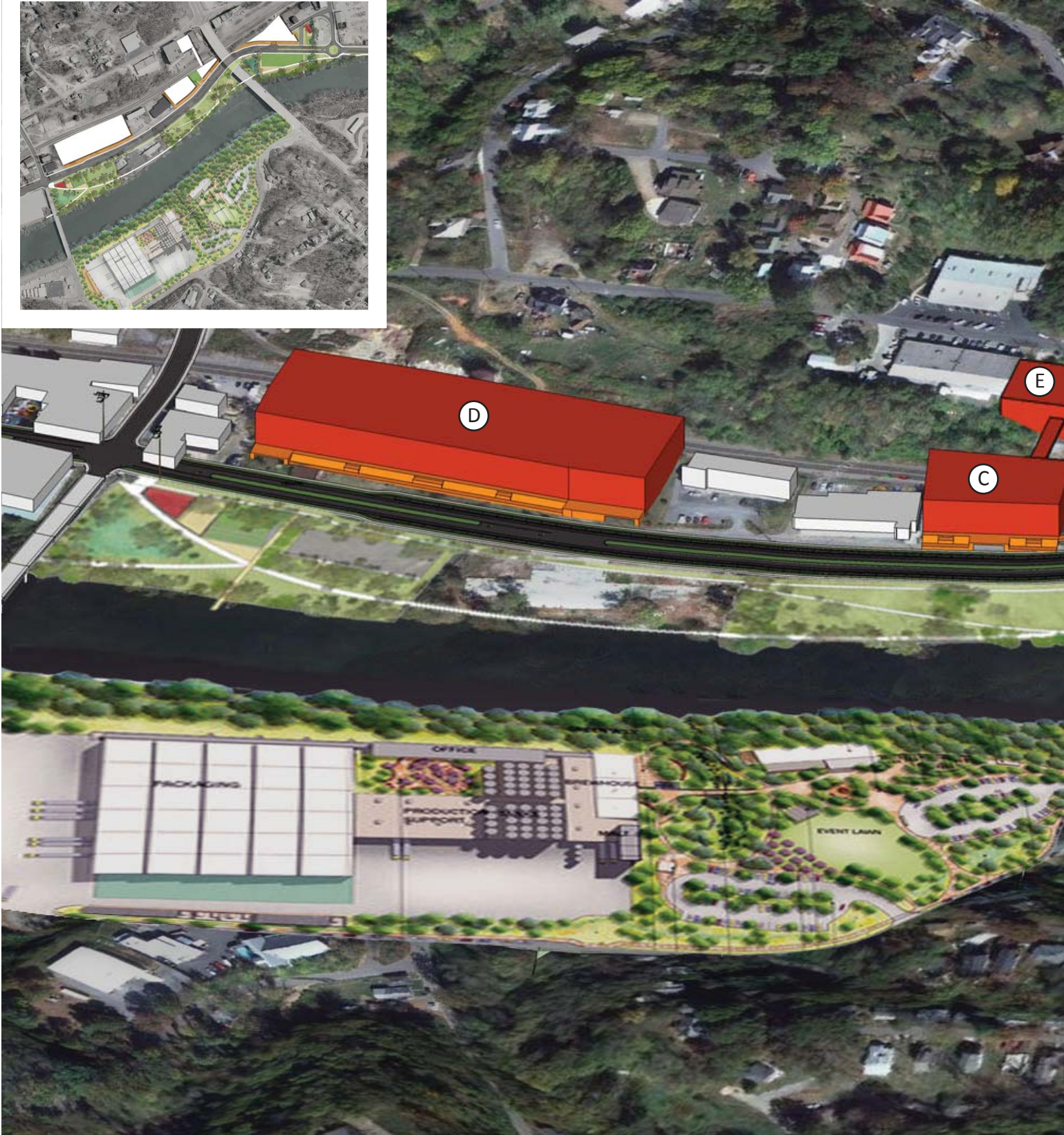
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BLDG	FOOTPRINT	TOTAL S.F.
A	30,999 s.f.	154,995 s.f. +
B	7,962 s.f.	39,810 s.f. +
C	21,908 s.f.	109,540 s.f.
D	29,132 s.f.	145,660 s.f.
E	XX s.f.	XX s.f.
TOTAL	90,001 s.f.	450,005 s.f. +



SCENARIO 4



Scale: Not to Scale



BLDG	FOOTPRINT	TOTAL S.F.
A	30,999 s.f.	154,995 s.f. +
B	7,962 s.f.	39,810 s.f. +
C	21,908 s.f.	109,540 s.f.
D	90,744 s.f.	453,720 s.f.
E	XX s.f.	XX s.f.
TOTAL	151,613 s.f.	758,065 s.f. +



F. 14 RIVERSIDE DRIVE REHABILITATION OPPORTUNITY

14 Riverside—the only potentially-habitable building on any of the City-owned sites—is a 1933, one story, gable-roofed, rectangular brick structure atop a reinforced concrete two-way slab. The 1,920 square foot building is elevated above a small creek (the unnamed creek mentioned above) on a system of concrete beams and piers. It was built for the Asheville Power & Light Company and is one of 27 contributing structures in the National Register-listed Riverside Industrial Historic District. The building has been vacant since the 1970s. In 2013, ownership of the property was transferred to the City of Asheville at an assessed value of \$36,400.

(See Photo 1 - 4)



14 Riverside Drive stands on the site of AP&L's earlier gasworks, erected around 1910, as a coal-fired electrical plant that produced gas for commercial and residential use. The Public Service Company of North Carolina (PSNC) purchased the building from AP&L's successor in 1943 but discontinued its use in 1954 to pursue natural gas production from available underground pools. 14 Riverside was the last coal-fired gasworks to operate in the State of North Carolina; only two other coal-fired gasworks plants survived it nationwide. PSNC became Carolina Power and Light, later operated under the name of Progress Energy. In 2011, Progress became part of Duke Power.

There are two options for considering re-use of 14 Riverside Drive: 1) "certified historic rehabilitation" (adhering to the U.S. Secretary of the Interior's "Standards for Historic Rehabilitation") or 2) "renovation"—an official term that implies attention to the historic fabric of the structure, but does not include adherence to the Secretary's "Standards." Under either circumstance, renewal factors include the following items.

- **Flood Hazard Areas:** 14 Riverside Drive is outside the official federally- and locally-defined floodway, but it is within both the 100-year and 500-year floodplain. "Certified historic rehabilitation" yields a 20 percent federal income tax credit and, until the end of 2014, another 20 percent state income tax credit. "Renovation" gains a ten percent federal income tax credit for buildings "put into service" before 1936. However any work is governed by Federal Emergency Management Agency (FEMA), Buncombe County and City of Asheville flood hazard reduction regulations. According to the City's Stormwater Services office in the Public Works Department, the Base Floodline Elevation, or BFE, at 14 Riverside Drive is 1,984.3 above mean sea level; the elevation at which any utilities may be installed without flood proofing is two feet above that flood line, or 1,986.3. However, the existing finish floor elevation at 14 Riverside is 1,976.6, or 9.7 feet below the BFE. This presents a dilemma. But it is not insurmountable. First, it is possible to put 14 Riverside into service via a waiver granted for "certified historic rehabilitation." Second, utilities (gas, water, electricity, cable, etc.) could be waterproofed at the BFE of 1,984.3 and work would then proceed. Prospective redevelopers should consult with the City's Public Works Department and Buncombe County's Floodplain Administrator in the Emergency Services Department.

• **Structural Systems:** The structure is a cast-in-place concrete beam and slab system; the floor (at elevation 1,976.6) is supported by concrete columns. Although there is no specific information concerning the foundation, it is probably a shallow spread footing system. The perimeter bearing walls consist of solid brick and the roof structure consists of fabricated steel trusses. The structural components are in “very good” condition for a building of this age and it was designed for heavy-duty loading. The maximum required live load for all four potential occupancies is 100 pounds per square foot; the existing floor will readily support that. Limited sections of the floor are spalling and should be patched with fill material to prevent further deterioration. Very minimal structural modifications would be required prior to occupancy. However, the cantilevered exterior entry slab requires attention. It exhibits excessive deflection even without a super-imposed load. A reasonable repair would be to jack it to a level position and then install concrete or masonry columns at the quarter points;

• **Storm Water Considerations:** Storm water currently crosses under Riverside Drive approximately 20 feet south of 14 Riverside and enters the unnamed creek that flows to the French Broad River. The creek flows beneath the building midway along the south side, turns northward and then exits via the northwest corner. Running water will eventually undermine the column footing and accelerate corrosion of the concrete column reinforcements. Approximately four feet of stone rip-rap should be placed along the southern edge of the building. Ideally, this rip-rap would extend the full length of the building to prevent normal water flow underneath 14 Riverside. However, at the southwest corner, there is a pinch-point between the building and the wall on the opposite side of the creek bed; the rip-rap may need to stop at the second to last bay to allow water flow under this southwest corner. Again, the height of the rip-rap should be about four feet, just above creek flow level for a moderate rain event. (Another option—albeit temporary—would be to remove years of sediment accumulation at the creek bottom near the existing piers and foundations.) In a large rain event, water would overtop the rip-rap and flow beneath the building as it currently does. The benefit is that no water back-up would occur during a flood event; for 95 percent of the time, flow would be confined to the primary channel and only intrude under 14 Riverside in a limited area;

• **Walls:** The twelve-inch thick brick masonry exterior walls are run in a common bond pattern and are deemed to be in “good” condition. These walls are topped with a concrete cornice and finials at the east and west gable ends of the building;

• **Roof:** The steel trussed roof is also found to be in “good” condition. The bolted steel trusses support a corrugated metal roof fastened to a series of c-channel steel purlins;

• **Windows:** Metal casement windows are intact, although now blocked by brick infill. Removing the infill and reusing the casements is practical and fairly easy;

• **Interior:** The roof trusses are exposed to the interior and provide a large, enclosed open space that has been temporarily partitioned into five separate areas, including one small restroom with a toilet and shower stall. Removing the partitions is reasonably simple;

• **Utilities:** All existing utilities are in a sad state of disrepair and an open sewer pipe hangs to the unnamed creek, straight piped through the slab from the restroom and into the French Broad River. Exposed wire and terminals are present and there is no running water. A pole-mounted exterior sub-panel has been installed at the existing loading dock; only a small service weatherhead at the northeast corner is fed by overhead lines and this review did not test power availability;

- **Environmental Clearances:** The site and building are deemed to be “clean” as of the most recent environmental assessments. This status should be confirmed by review with Land of Sky Regional Council of Governments.

The building is currently unoccupied and will require substantial upgrades throughout—finishes, all mechanical, electrical and plumbing systems, proper insulation, heating and air conditioning—to become comfortably habitable. However, the robust bones and clear span trusses of 14 Riverside Drive present a flexible building interior that could be adapted to a variety of uses.

Given disrepair and lack of maintenance, as well as required upgrades in all utilities and basic infrastructure, construction costs for elementary “rehabilitation” or “renovation” range from \$170 to \$210 per square foot... or just over \$325,000 to a little above \$400,000.

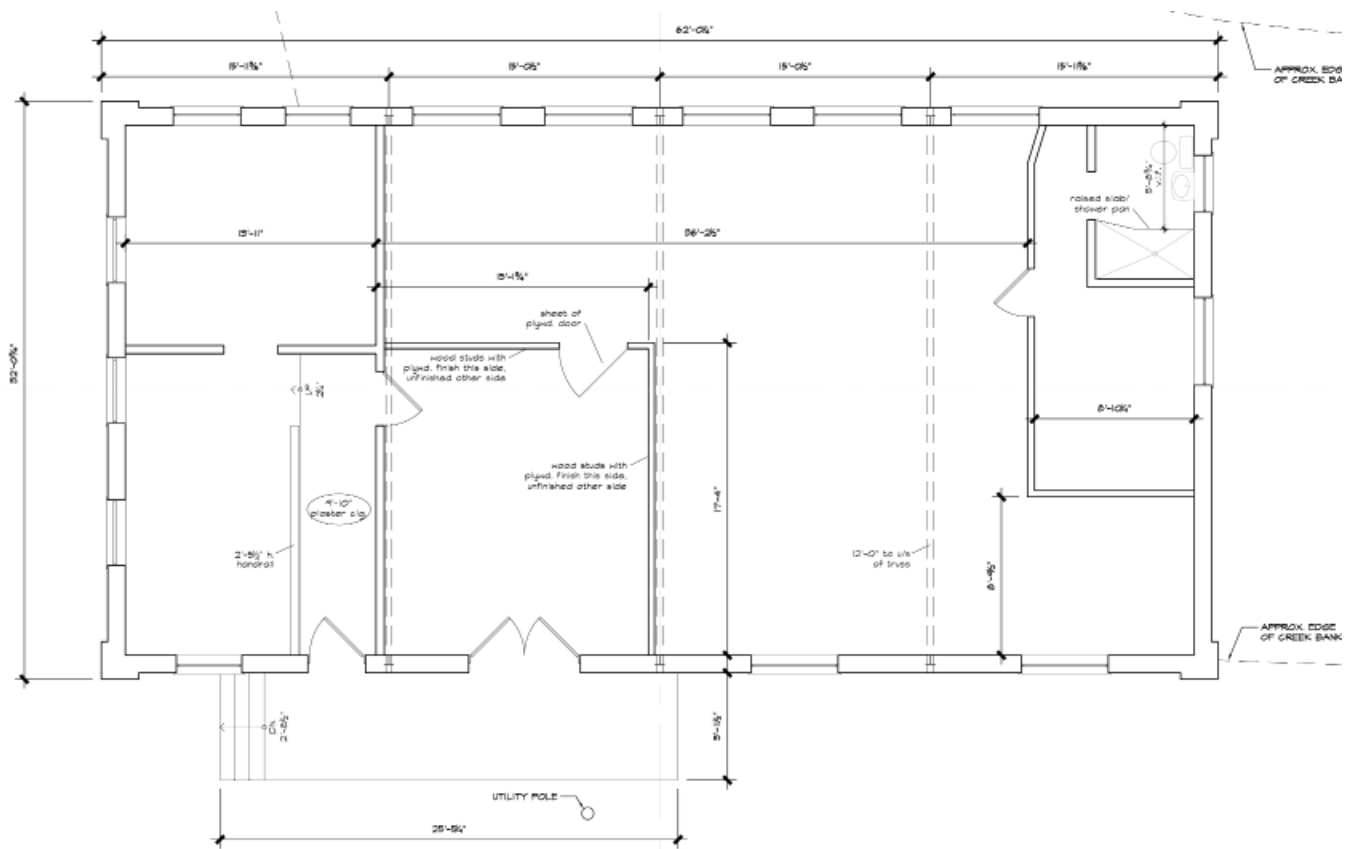
Any rehabilitation option should consider whether to pursue the 20 percent tax credits (in “certified historic rehabilitation”) or the basic ten percent tax credit for “renovation.” Since 14 Riverside Drive is a contributing structure in the National Register district, the consultants recommend that “certified historic rehabilitation” be considered only for private commercial use. Basic “renovation” could be more easily (and cost-effectively) accomplished through a partnership among nonprofits, the public sector and/or private interests. (This would be similar to the rehabilitation of the historic Grove House, home to the Preservation Society of Asheville and Buncombe County on Charlotte Street.)

In either case, proposed work must enhance 14 Riverside Drive’s design and use compatibility with that of the entire urban riverfront and, specifically, the urban village immediately to the north.

14 Riverside Drive presents a terrific opportunity to bridge past development and future growth. The proposed urban village around 14 Riverside, realignment of Riverside Drive, open spaces and outdoor rooms and greenways—and the River itself—could help make this building a hub for new life at the center of RAD.

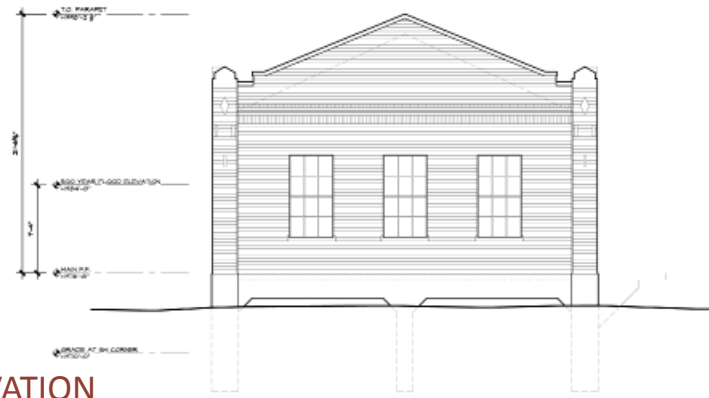
Adaptive Reuse Programming and Physical Options

As the only potentially habitable structure on any of the City of Asheville-owned sites, 14 Riverside Drive elicited all manner of reuse ideas during the twelve hours of public stakeholder sessions—a visitor center, a boating and rafting house, artisan showrooms and special exhibition space, a community center for RAD, public restrooms, private studio space, light industrial space, a do-it-yourself workshop for rainy-day artists, a day care facility, commercial space... RDDP’s consultant team mixed-and-matched this stakeholder list, conferred with City staff, engaged in design exercises and devised three fundamentally different options to maximize the programming and use potential in the space—along with a fourth “preferred option” that reasonably blends uses from all three.



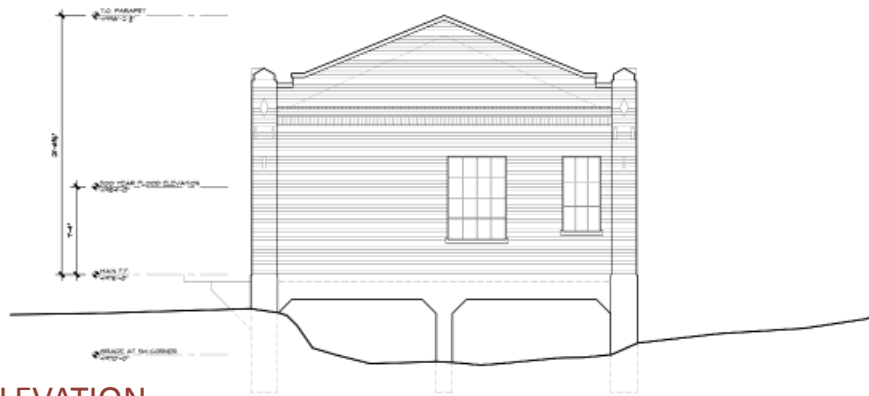
EXISTING FLOOR PLAN

SCALE: 3/32" = 1'-0"



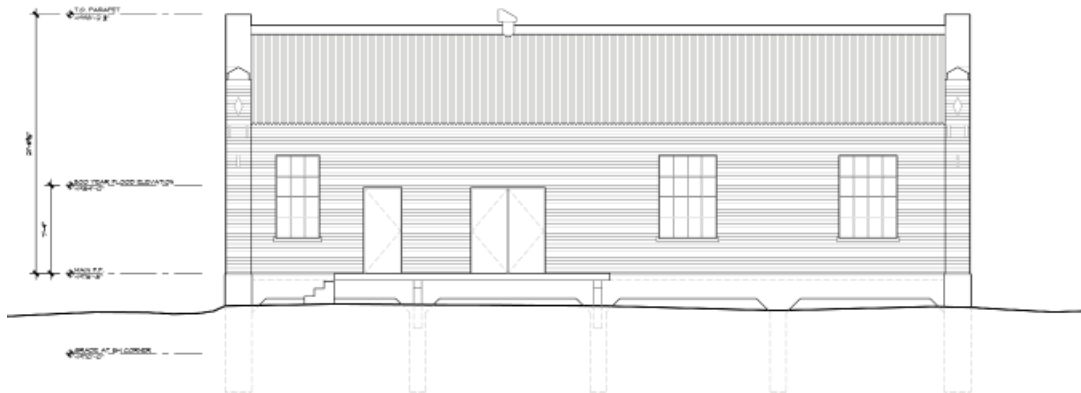
EXISTING EAST ELEVATION

SCALE: 1/16" = 1'-0"



EXISTING WEST ELEVATION

SCALE: 1/16" = 1'-0"



EXISTING NORTH ELEVATION

SCALE: 1/16" = 1'-0"



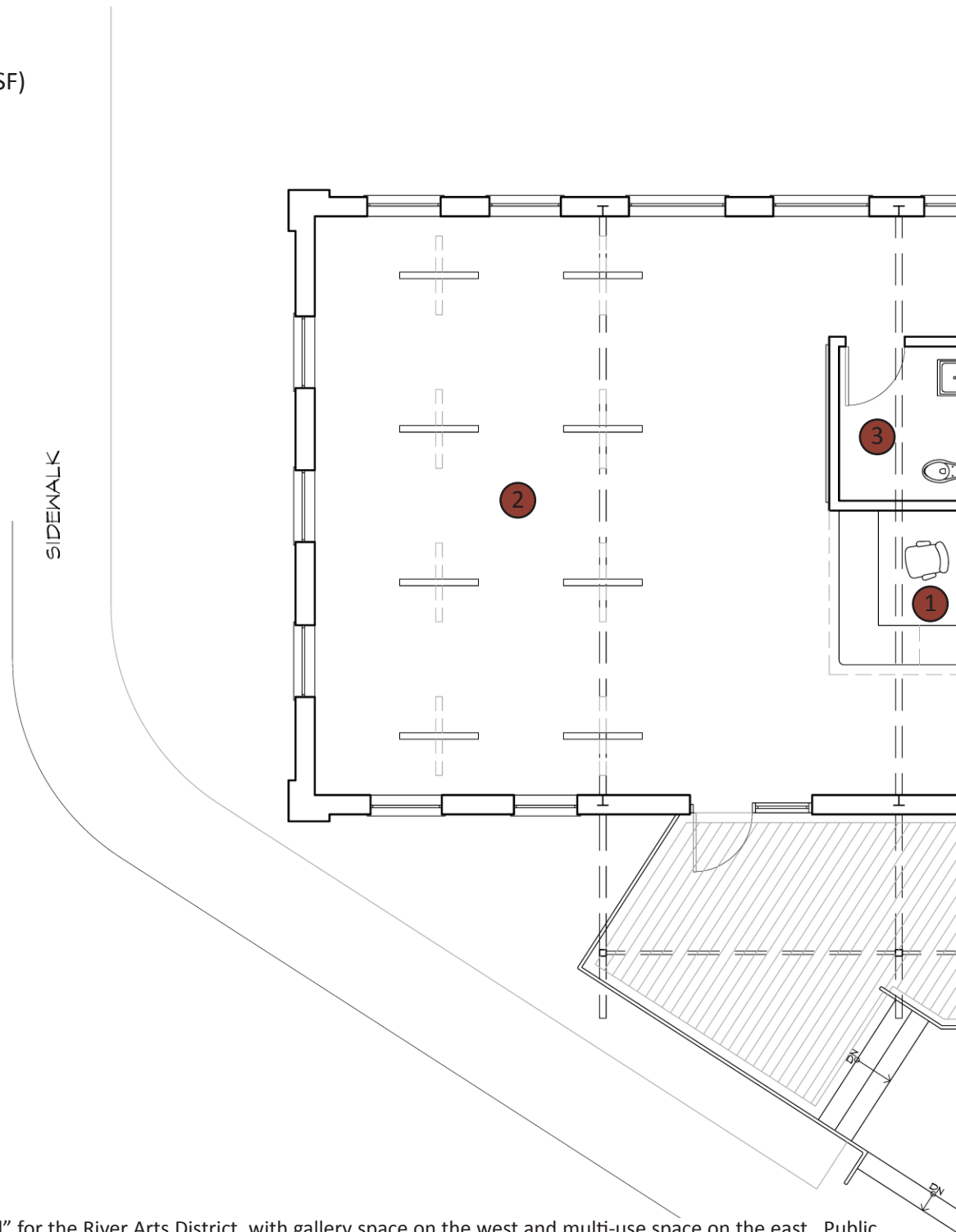
EXISTING SOUTH ELEVATION

SCALE: 1/16" = 1'-0"

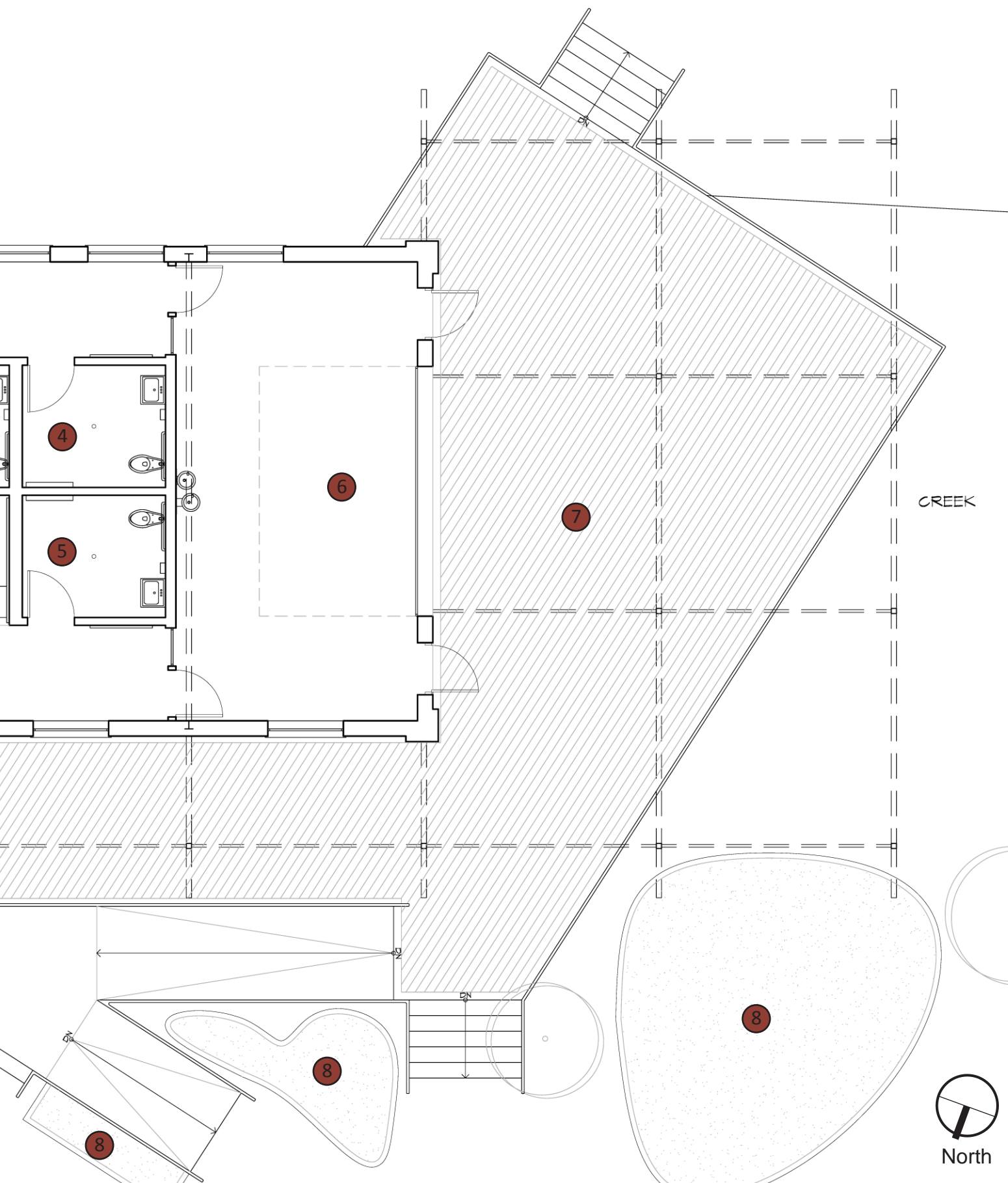
OPTION 1

SCALE: 1/8" = 1'-0"

- 1 RECEPTION
- 2 GALLERY & DISPLAY (995 SF)
- 3 WOMEN'S TOILET
- 4 WOMEN'S FAMILY TOILET
- 5 MEN'S FAMILY TOILET
- 6 MULTI-USE (454 SF)
- 7 DECK (1,654 SF)
- 8 ART & SCULPTURE



An “Orientation Center” or “Portal” for the River Arts District, with gallery space on the west and multi-use space on the east. Public restrooms divide the two open areas—a stakeholder “must-have.” There could also be an outdoor stage area to the west—also frequently mentioned. The “orientation center” or “portal” is not a visitor center—there are already six of these in the Asheville area. Rather, it is an unstaffed, heavily publicized and open-to-the-public place to plan tours of RAD (and make visitors fully aware of the true extent of RAD), Asheville and beyond, host special exhibits, stage receptions and musical events, etc. 14 Riverside could also be rented (at a reasonable rate) for private events. For example, RADA, RADBA, AARRC, WECAN, Asheville GreenWorks, AAAC and RiverLink (among many other neighborhood roundtables) meet regularly in “found” space that varies from the comfortable to the really cramped. Properly programmed and scheduled, the interior of 14 Riverside could serve as their combined community room. Community meetings could be held as rotating exhibits by local artisans hung on the walls and ceilings and perched on the floor. Outside, there could be 24-hour-a-day, interactive QR code maps on one or two exterior walls (a completely virtual visitor center, one of the first in the nation) with LED displays, maps, guides and tourism suggestions designed and updated daily by visitor service

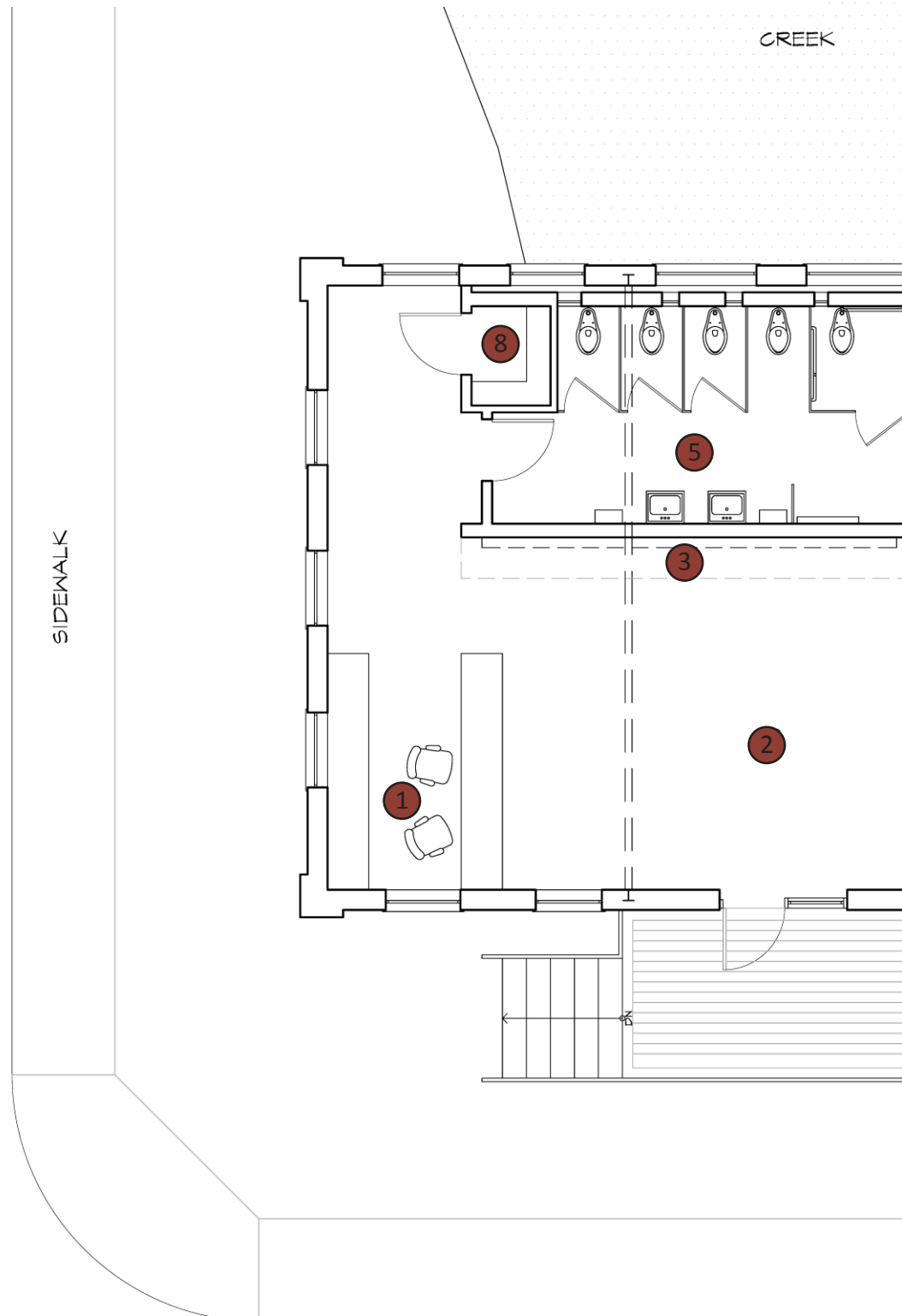


providers and local artists. Also outside and to the west, a large retracting overhead door in the multi-use space would open to the outdoor stage area—facing the unnamed creek, the great lawn and the French Broad River. Assuming that there are no fixed chairs and tables inside, 14 Riverside as an orientation center or portal and community room would have a legal occupancy capacity of 207 patrons. A steel arbor over the stage area could support vegetation or suspended artworks, providing shade from the western sun in the afternoons and evenings. The interior steel trusses are also ideal for suspended overhead exhibits.

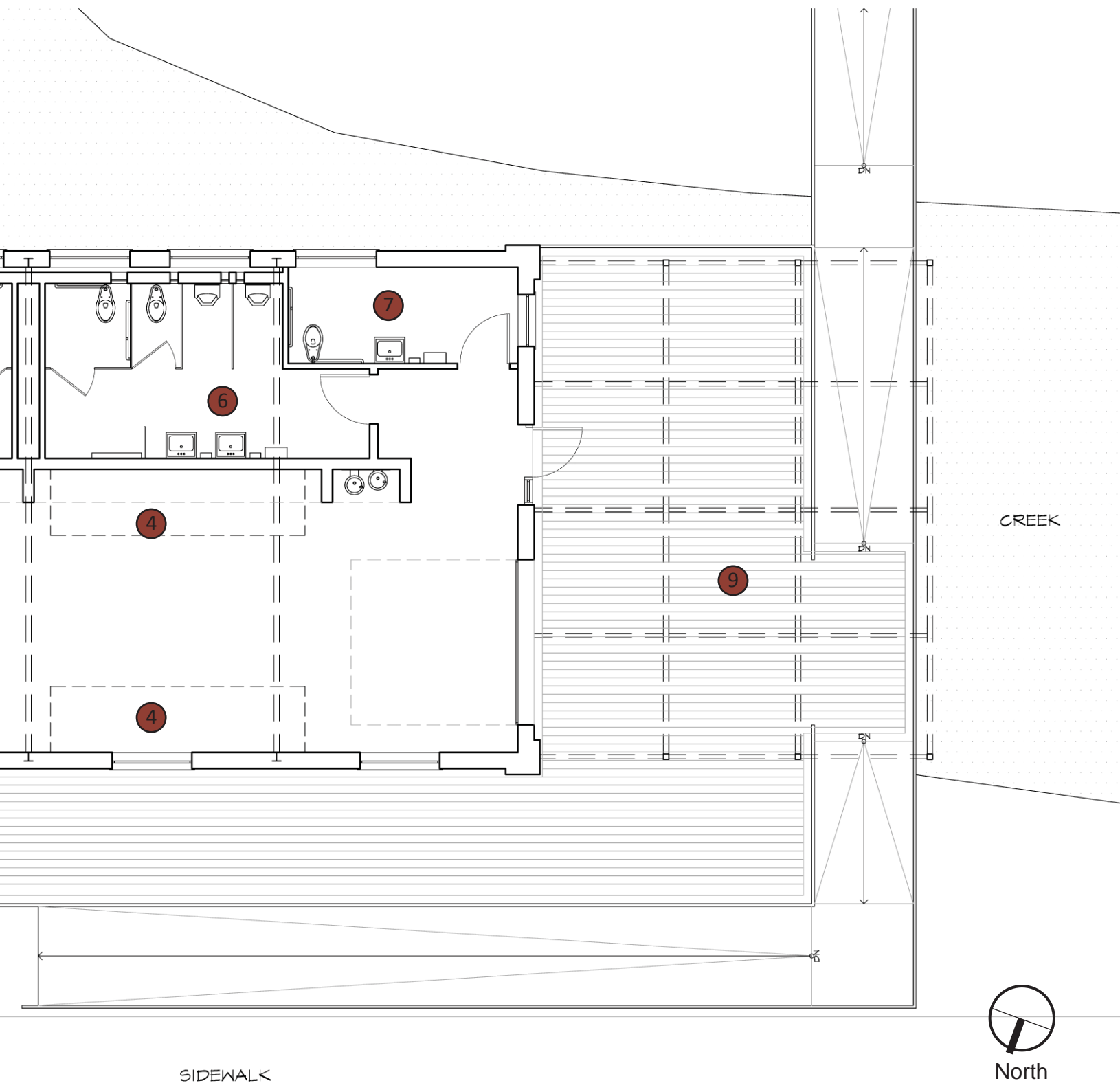
OPTION 2

SCALE: 1/8" = 1'-0"

- 1 RECEPTION
- 2 GALLERY (674 SF)
- 3 INFORMATION & MERCHANDISE
- 4 BICYCLE STORAGE
- 5 WOMEN'S TOILET
- 6 MEN'S TOILET
- 7 FAMILY RESTROOM
- 8 STORAGE
- 9 DECK (1,117 SF)



A Transportation and Recreation Hub, combining commercial bike rental and boat/raft rental facilities, electric auto rentals, bike and auto recharging stations along with public meeting rooms, etc., and—as in Option 1—an outdoor stage area as well as public restrooms (with the possible addition of changing rooms and showers). Given the suggestion (elsewhere in this report) of a 300-car garage just to the north of 14 Riverside Drive and across the realigned Riverside Drive, Option 2 considers the building as a crossroads for multi-modal information and transportation: a welcome stop while walking, hiking and cycling along the greenways; parking the car in the garage and enjoying a weekend on foot, on bikes or electric cycles; renting an electric car; catching a bus or trolley; renting a kayak or canoe to brave the French Broad alone or with a commercial rafting adventure, etc. Option 2 enhances RAD's internal connections while also linking it to the River, downtown, New Belgium, dozens of restaurants (including a growing number of quality offerings in RAD),

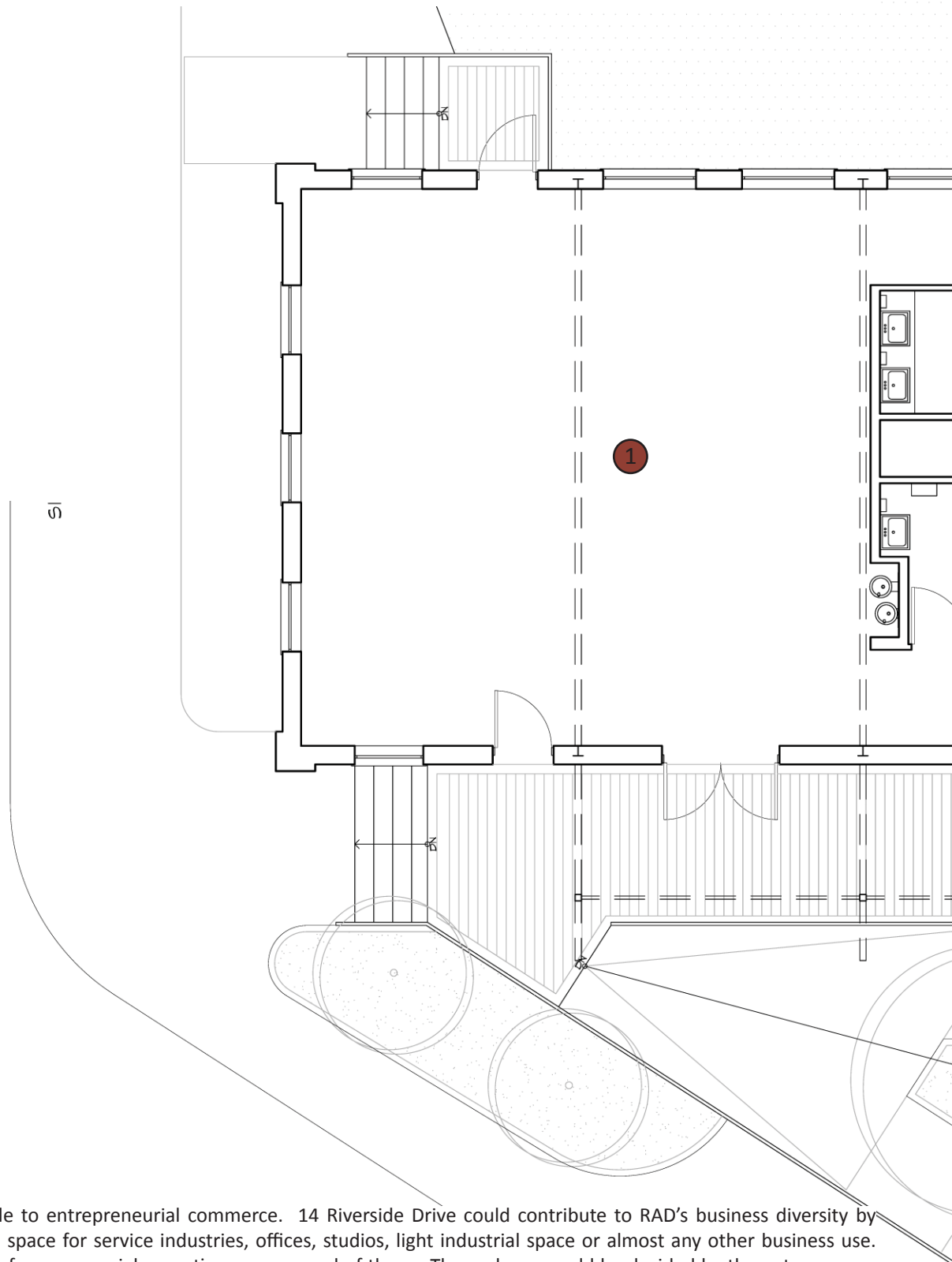


inns and hotels, the entire Wilma Dykeman RiverWay, New Belgium, West Asheville, Biltmore Village and the Biltmore Estate, the Blue Ridge Parkway and beyond. The tag line could read... "Park your car once and enjoy a carbon-neutral stay in the Blue Ridge." Public restrooms, secure bike storage and a gallery with enclosed meeting space (with some fixed seating) could allow occupancy for up to 135 people (in what would be regarded by Building Department officials as a "transient" setting). Thus, 14 Riverside becomes a catalyst for exploring the entire County. Outside, the building's existing trusses could be repeated to create three additional bays of gathering space under a skeleton for shade sails or art. In all likelihood, this is a quasi-commercial, staffed operation for ticketing, reservations, canoe rentals, bike rentals and an auto and electric bike recharging station. 14 Riverside as a transportation/recreation hub could turn a profit for the operators, be they the City, the County, a RAD-related nonprofit, AAAC or private entrepreneurs... or all of the above.

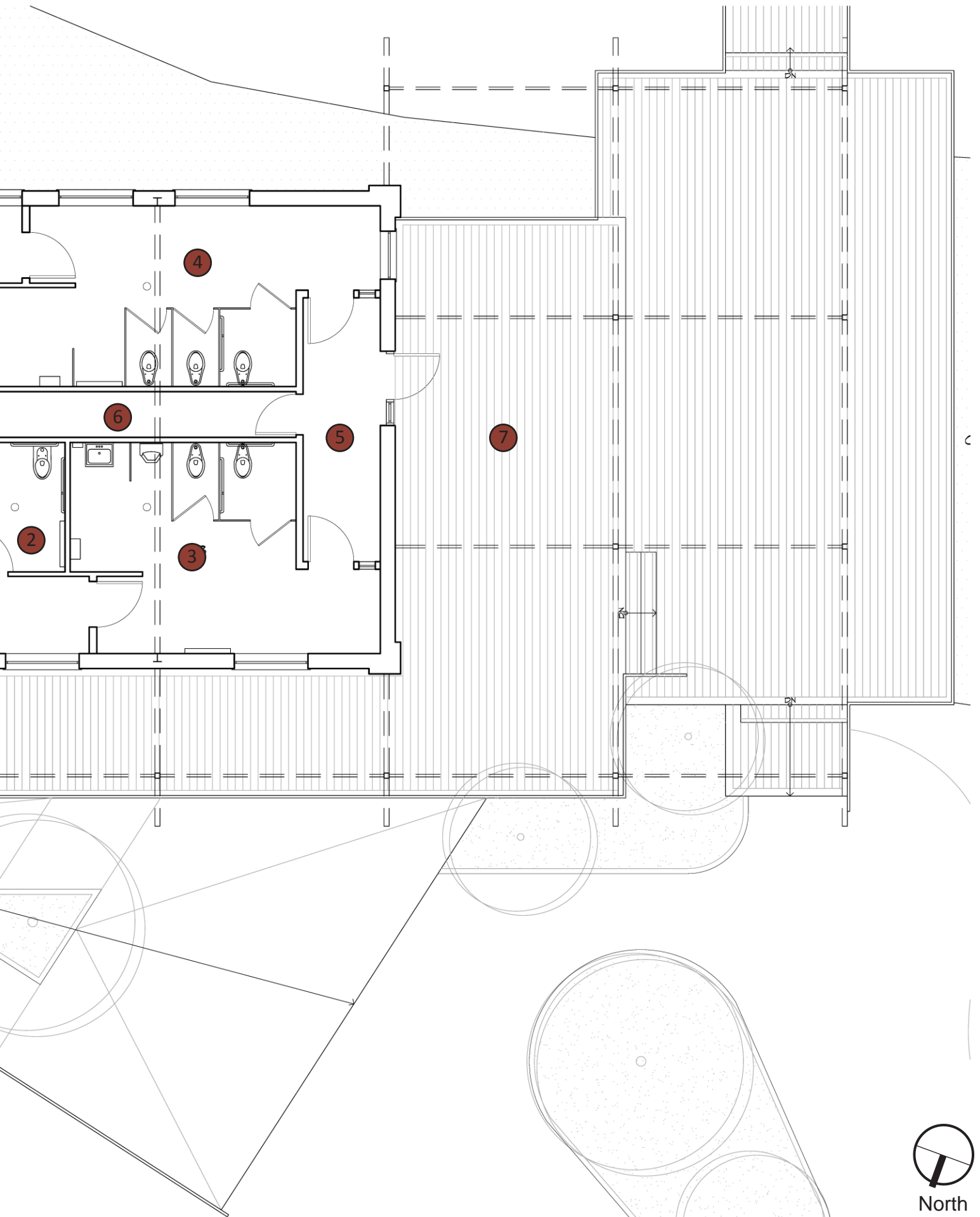
OPTION 3

SCALE: 1/8" = 1'-0"

- 1 MULTI-USE (965 SF)
- 2 FAMILY RESTROOM
- 3 MEN'S TOILET
- 4 WOMEN'S TOILET
- 5 HALL
- 6 UTILITY
- 7 DECK (1,938 SF)



A “Cold Shell” for lease or sale to entrepreneurial commerce. 14 Riverside Drive could contribute to RAD’s business diversity by providing leasable (or salable) space for service industries, offices, studios, light industrial space or almost any other business use. Option 3 offers a clean palette for commercial operations—or several of them. The end use would be decided by the entrepreneur who wants to take a long-term lease on (or even purchase) 14 Riverside from the City at fair market value. Terms of the lease or sale to private sector interests may well include provisions for publicly-maintained restrooms. (It is likely that RAD/RDDP stakeholders would insist on this.) The consultants stress that such private sector use would likely deny the public of any of the uses outlined in Option 1 or Option 2 above. The consultants find appeal in Option 3, but consider it unlikely due to the nearby availability of finished space. Also, 14 Riverside is probably too small to syndicate for “certified historic rehabilitation” tax credits. But it may be wise for the City to at least test the waters in the commercial market—say, a 60-day, non-binding request-for-proposals process.



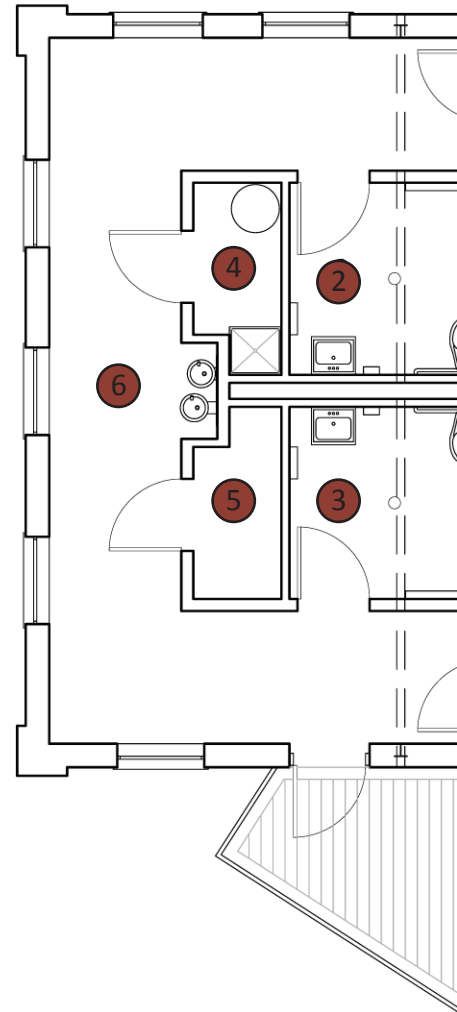
OPTION 4

SCALE: 1/8" = 1'-0"

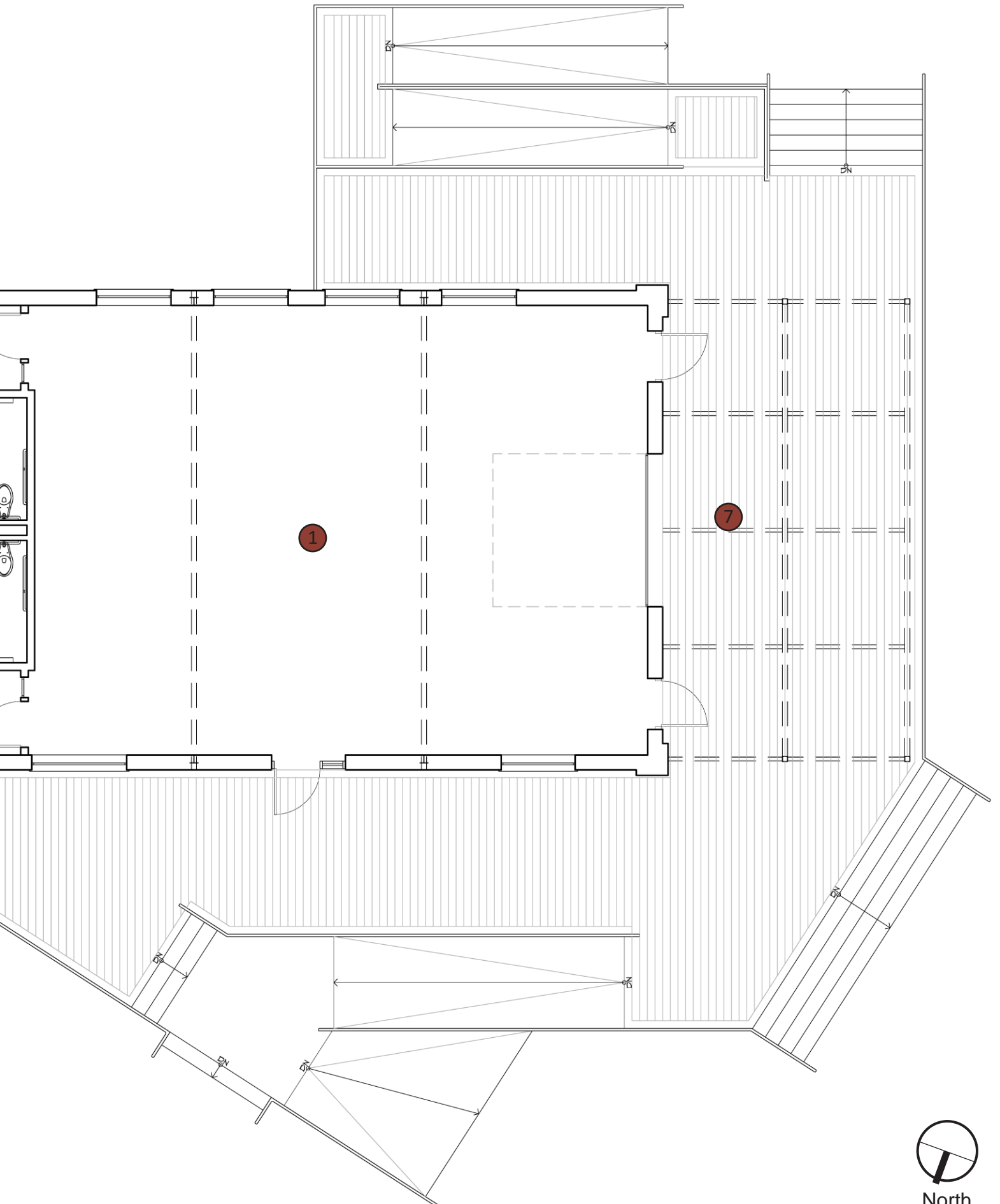
- 1 MULTI-USE (1,184 SF)
- 2 MEN'S TOILET
- 3 WOMEN'S TOILET
- 4 UTILITY
- 5 STORAGE
- 6 HALL (304 SF)
- 7 DECK (1,604SF)

The consultants encourage the City and RAD stakeholders to consider blending Option 1 and Option 2 in a sympathetic “renovation” of 14 Riverside Drive—a public/private partnership that enhances RAD. Yes, the building is small. But additional “lean-to” space could be economically added, especially on the northern side. The overarching requisites for 14 Riverside Drive under Option 4 are:

- Create a sense of place for RAD that does not now exist;
- Enhance the building as an historic contributing structure by opting for the “renovation” choice. Maintain the character of the masonry shell, decorative concrete parapets, casement windows, roof trusses, etc.;
- Provide meeting and gallery space for well-programmed and scheduled use by community groups and for rent to the public—consider this as multi-use space to be programmed by and for the community;
- Organize rotating exhibits by RAD artists in the meeting and gallery space;
- Install ADA-compliant public restrooms on the eastern wall;
- Provide ticketing and rental facilities for rafts, kayaks, electric bikes and cars (perhaps in the “lean-to”);
- Install information stations both inside and on exterior walls;
- Provide bicycle storage;
- Include charging stations for electric bikes and cars;
- Add a covered stage/deck on the western side, facing the great lawn;
- Leverage the structure’s position on an open site: install solar arrays on the roof for all power generation, heating and cooling; outfit 14 Riverside as a self-sufficient energy island and set an example for all forthcoming construction and rehabilitation in RAD;
- Include public restrooms—the most frequently mentioned item by stakeholders. (Note that there are no public restrooms on the eastern side of the Wilma Dykeman RiverWay);
- Specify large openings to the western wall—possibly with an overhead garage door and stage area—for views of and access to the open space in the great lawn and the French Broad River. The deck/stage will be at the same elevation as the floor level of 14 Riverside Drive (approximately three feet above the ground level of the great lawn, the riverside promenade and all outdoor rooms).



Option 4 is the preferred—and very desirable—option.



OPTION 4 - SITE PLAN

SCALE: Not to Scale

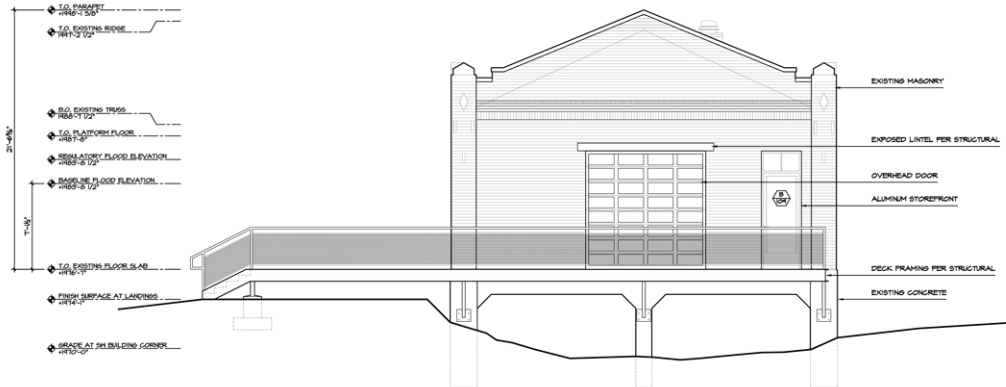
- 1 14 RIVERSIDE
- 2 HANDICAP VAN STALL
- 3 HANDICAP STALL
- 4 ELECTRIC CAR DOCK
- 5 9,190 SF FOOTPRINT
- 6 PRIVATE PROPERTY
- 7 EXISTING CREEK





OPTION 4 EAST ELEVATION

SCALE: 1/16" = 1'-0"



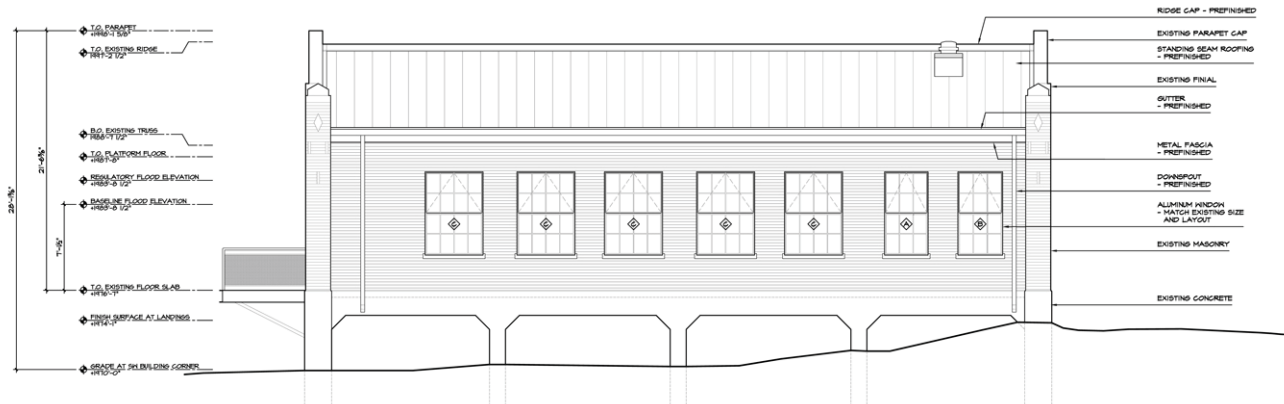
OPTION 4 WEST ELEVATION

SCALE: 1/16" = 1'-0"



OPTION 4 NORTH ELEVATION

SCALE: 1/16" = 1'-0"



OPTION 4 SOUTH ELEVATION

SCALE: 1/16" = 1'-0"



IMPLEMENTATION

IMPLEMENTATION



A. IMPLEMENTATION

How to transition from RDDP planning to RAD reality? About five years will elapse before the completion of RADTIP. But it's never too early to start preparing. Stakeholders and the consultants have some suggestions for the City of Asheville and the Town of Woodfin, Buncombe County, the Chamber of Commerce, the Council of Independent Business Owners (CIBO) and RiverLink—among others. True to the goals of partnerships in RAD/RDDP, there are also roles for the RAD business community, artists and craftspeople, property owners, businesses, residents as well as other stakeholders and prospective developers. Involve the whole community! Act now and then step up the pace while RADTIP is being implemented! Let's get to work!

Early Actions:

Most of the following early actions are reasonably small, moderately inexpensive and could be accomplished quickly—through the active involvement and urging of AARRC. Also, many are media-worthy and would call attention to AARRC and its partners via improvements and easy wins throughout all of RAD. These are listed by likely lead partnership and in no prioritized manner. But all are important and should have broad implications well-beyond RAD.

- **Support the arts as economic development.** It has become almost-common practice to require a one or two percent budget item for “art” in all new construction and historic rehabilitation. This is already standard practice with Asheville’s Department of Parks and Recreation. For example, look to the new lobby floor at the U.S. Cellular Center. In the private sector, a \$100,000 rehab could yield installations of \$10,000 in locally-produced artwork. Support at least two percent “arts as economic development” in all public or private action. This seems especially appropriate (even critical) in RAD.
- **In addition, encourage artist input in all development and rehabilitation.** At least three new buildings (and perhaps a hotel) along with renovation of 14 Riverside Drive are proposed in this report. The consultants believe—and most agree—that new construction and rehab on City-owned land will prompt the private sector to examine anew the economic prospects in RAD’s historic fabric and the many infill opportunities. Plus, there are the series of outdoor rooms and connecting promenades. Artists of all stripes must be involved in designing, implementing, furnishing and adorning all interior and exterior spaces, especially in the public realm. Maximize this opportunity.
- **Develop a RAD-specific Form-Based Code.** The design guidelines for RAD date to 1989. It’s time for a change. Among stakeholders, there is almost-unanimous encouragement for a Form-Based Code governing all new construction. This Code should include an update of the 25-year-old design guidelines. There have already been informal discussions about hiring a consultant and proceeding immediately. It’s incumbent on all stakeholders to support the Code, call for AARRC to recommend it and for all parties to urge adoption by City Council and the County Commission. This Form-Based Code should also be added to the Wilma Dykeman RiverWay Plan.
- **Adopt energy standards.** Recommendations for renovation of 14 Riverside Drive include solar arrays and using it as a demonstration of a “self-sufficient energy island.” Let 14 Riverside set the standard for all other projects in RAD (and every City-owned building) and become a model for energy reduction County-wide. The large roofs of historic industrial buildings are well-suited for

solar arrays; the Form-Based Code for new and infill construction should include strategies and requirements for conservation and energy efficiency. Indeed, all of RAD might consider a joint energy program similar to that being implemented in several Asheville neighborhoods by Solarize Asheville and SunDance. Energy conservation and alternate energy use may lead to area-wide, long-term energy cost reductions. (Is electrical power generated by the French Broad's flow a possibility? This is being done in an Augusta GA historic district, adjacent to the Savannah River. Excess energy is sold on the open market and proceeds benefit several nonprofits.)

- **Comply with ADA.** Although required in all new construction and retro-fitted into rehabbed buildings—and almost all privately-owned buildings in RAD are in compliance—the sloping sidewalks in the public realm throughout RAD are not friendly to the disabled (or even the mobility-challenged). This must become a public priority. (It's just a guess, but many of RAD's visitors are likely to be eligible for AARP membership.)

- **Meet the building code or demolish.** AARRC Commissioners, artists, business owners, elected representatives and City staff rightfully take great pride in what has been accomplished in RAD. As former Mayor Bellamy said, "RAD is one of the jewels in the crown of Asheville." As Mayor Manheimer stated in her first public speech, "Downtown and the Riverfront are top priorities." All want RAD to grow and become more prosperous. One way to do that is for AARRC, the City and the County to strictly enforce building regulations. What if RAD were to become a City/County pilot area in which all buildings and open spaces are either a) brought up to code or b) demolished? This idea has a surprising amount of quiet support—and it might include provisions for land swaps that would remove uses inappropriate in RAD.

- **Promote cooperation between downtown and the riverfront.** AARRC and the Asheville Downtown Commission are the only two officially-appointed City of Asheville commissions that have policy and recommendation provisions over specific physical jurisdictions—the riverfront and the downtown. Plus, AARRC has a role in Woodfin and with Buncombe County. What might come from an initial getting-to-know-you meeting of the executive committees of ADC and AARRC? A meeting between the Design Review Committees of each? Could there be joint, facilitated planning sessions involving all appointed Commissioners?

- **Encourage rights-of-way acquisition.** AARRC Commissioners are in a strong position to recommend joint City and County action to approach Norfolk Southern for public purchase of rail rights-of-way as they pass through RAD. This centrally-located land—one estimate is as high as 100 acres—is suitable for much more studio space, live/work affordable housing, etc. Norfolk Southern might be amenable. Seriously start—and conclude—these negotiations.

- **In the same vein, acquire air-rights access.** One of the most favorably-received ideas in this report has been the pedestrian/cyclist bridge from Roberts Street to the other side of the tracks on Riverside Drive, somewhere equidistant between Lyman and Craven streets. It is suggested that Norfolk Southern would welcome such access as a way to prevent inevitable conflicts between pedestrians, vehicles and trains at grade-level rail intersections directly at Lyman and Craven. The estimated cost of pedestrian-proofing these on-grade crossings is \$300,000 each. There are no estimates of how much fencing would cost on both sides of the entire right-of-way. The same money applied toward an overpass may make much more sense and be more agreeable to all parties.

- **Consider Transfer of Development Rights (TDRs).** One estimate suggests that there at least two million square feet of development rights on the three City-owned parcels directly on the French Broad River between Lyman and Craven streets. All site improvements will turn this land into public open space. This “bank” of unused development rights should be opened for sale to the private sector within RAD as additional work-force housing for near-by industries and institutions, as space for start-up food and beverage operations, business incubators, etc. It could also be sold to private interests farther afield... West Asheville, downtown’s South Slope and urban places that could benefit from more density.

- **Implement way-finding.** Whether on foot, bike or in a vehicle, it’s a safe bet that some visitors are not aware of the full extent of RAD. Hence, they don’t have the opportunity to stay longer (and spend more). The City’s and County’s impressive, new way-finding system should be expanded to include all of RAD and some of its almost-hidden treasures. Or, RAD artists could propose their own version.

- **Use RAD’s history to tell a great story.** The consultant’s research into the history of the area and its several transitions would make a fascinating linear visitor destination, not unlike downtown’s Urban Trail. (See Appendix A.) Incorporate this story line into the way-finding system.

- **Create a pattern book for civic design.** The Form-Based Code elicited such endorsement that the consultants recommend local stakeholders create a sample “pattern book” of references from elsewhere that could help define many elements within the Code. This is a cut-and-paste exercise that could be compiled by artists to define their own visions for the future RAD—whether it be an industrial aesthetic for new construction or retention of architectural details such as painted signs, large windows and doors as well as loading docks of the older buildings. The pattern book could be a useful precursor to the Code itself. It might also include best-practices in wayfinding.

- **Create gateways.** RAD is a growing district and deserves proper welcome signs at all entries. Yes, there is one sign in West Asheville on Haywood Road (partially hidden by tree limbs). Yes, there is the billboard on Patton at Clingman (somewhat obscured by a telephone pole). But there needs to be distinctive overhead signage and lighting that boldly announces “You’ve arrived in RAD. Welcome.” Encourage artists to enter a competition for the designs. Will one design be replicated five or six times? Are there six different gateway designs? Way-finding and brightly colored paths within RAD will lead to every attraction—from as far north as Broadway (or at least the Norfolk Southern bridge) to as far south as Meadow, just north of Biltmore Village.

- **Pave a path** between Warehouse Studios and Curve Studios & Garden all the way to Cotton Mill Studios... and, in phase two, to Riverside Studios and Galaxy Studios. Not only would this enable pedestrians to walk more safely among these destinations, it could also be used as a demonstration of knitting other pieces of RAD together. Gravel may be good for a start, but the consultants envision a compressed, hard-surface mixture of recycled resins and glass in bright colors—a forerunner to a RAD-wide series of color-coded walking, cycling and ADA-compliant paths extending along Depot, Roberts, Clingman, Lyman, Riverside and West Haywood.

Plan for these early actions to set the stage for rehabilitation, renovation and new development throughout all of RAD. Make certain that they establish very high design and energy thresholds for this precinct and, eventually, all of Asheville and Buncombe County. There are broad implications here. Let’s leverage the opportunities!

Form-Based Code Fundamentals

A Form-Based Code was adopted for downtown Asheville in 2009. West Asheville residents are currently working with the City in devising a Form-Based Code for Haywood Road and environs.

What is a Form-Based Code and why is it appropriate in the River Arts District?

To paraphrase from the Form-Based Codes Institute, Form-Based Codes offer predictable results—both for the community and the developer—in that they offer organizing principles for the physical shape, form and character of buildings and the public realm rather than separate uses within buildings or public spaces. They are regulations (not just guidelines) adopted into municipal codes.

Form-Based Codes offer a potent, community-driven alternative to conventional zoning. Rather than rely on separation of uses—zoning, height restrictions, dwelling units per acre, floor area ratios, parking requirements, setbacks and the like—a Form-Based Code addresses the relationships between buildings and public space, the form and mass of buildings in relation to each other, the architectural, cultural and physical context of the area as well as the scale and types of city blocks and streets. Form-Based Codes speak to the character of a place through an integrated built form as the users and residents would want it—and that is exactly the case along Asheville’s urban riverfront.

Almost all stakeholders were aware that physical development will take place, in limited quantities, on some of the currently vacant sites... and that there will be new buildings on the east side of Riverside Drive. Almost all were good-natured about mixed-use buildings, including more housing and some affordable rentals. Many went so far as to dispense their own needs and wants—which is the basis for designing an appropriate, RAD-specific Form-Based Code. All these ideas were extremely well thought out—perhaps to be expected from designers and artists who naturally think about the shape of where they work, live and play. In no particular order...

- **Signature buildings**—good design that attracts attention from the Bowen Bridge... that says “something interesting is down there;” an industrial aesthetic blending new forms that echo the historic fabric of the industries that were in RAD;
- **Artist housing**—affordable space in small-scale dwelling units—even “micro units;” views of the River and mountain landscapes; exposure for good lighting from the north;
- **Height**—“anything less than eight stories is a waste;”
- **Village center**—whether this means a real, physical place that defines RAD or whether this is an architectural statement... “somehow make RAD seem like a place;” pull the parts together; as Gertrude Stein might say, “make a there, here;”
- **Solar power, wind power**—“we can be self-sufficient;”
- **Roof-top urban farms** (or maybe just roof-top gardens);
- **Neighborhood retail**—everyday food items; art supplies; hardware; a “tool lending library;”
- **Walkable**—“put the pedestrian (whether resident, business person or visitor) first;”

- **Parking**—“too many cars park on the sidewalks;” “tuck the cars away somewhere” so “we don’t have mall-like expanses of parking;”

Elements of a Form-Based Code for RAD/RDDP would include...

- **The Regulating Plan**—A clear map of the areas governed by the Form-Based Code, e.g., the roughly 50,000 square feet of developable City-owned land to the east of the proposed realignment of Riverside Drive. There could be just one code for the entire area. Or there could be multiple Form-Based Codes developed from community input, each detailing different physical characters. For example, there seems to be keen interest in higher, signature buildings in the urban village on Riverside Drive north of 14 Riverside. Current thoughts include signaling a mid-rise “center” for all three pieces of RAD—Depot, Riverside and Roberts—on this land. This would also signal a “place worth seeing” as viewed from the Bowen Bridge on I-26 and I-240, from downtown and from West Asheville. Propose a “there, here”;
- **Public Space Standards**—Specifications for elements in the public realm such as sidewalks, street trees and street furniture, places for both planned and impromptu events, travel lanes and on-street parking, parking decks, etc. (See the Pedestrian Transition Zone.);
- **Building Form Standards**—Regulations controlling the configuration, features and functions of buildings that define the public realm, e.g., a specified minimum percentage of retail space in the Pedestrian Transition Zone devoted to galleries and arts-related commerce, a minimum number of affordable artist live/work units, etc.;
- **Architectural Standards**—Regulations controlling external architectural materials and quality of design, e.g., the industrial aesthetic, brick, stone, large windows, loading docks (which is really one of the ideas behind the Pedestrian Transition Zone);
- **Landscape Standards**—Indigenous plant materials, landscape design and planting on public as well as private spaces, mitigation of invasive species—especially along the River;
- **Think small landscape features.** The open recreation areas along the French Broad are designed to invite all manner of active and passive activities. But RAD could benefit from some small-scale gardens and plots on private property too—not unlike the charming garden at Curve Studios. Encourage artists and owners to plant and maintain green space, flower boxes, hanging flower pots, etc.
- **Think street furniture.** It is not too early to begin planning for durable, sustainable and artist-inspired public realm items such as bollards, bike racks, fencing and tree grates, street lights, historic markers, flower boxes, benches, tables, awnings, water features... All stakeholders must become involved with RADTIP to influence street furniture choices beginning now. But RADA and RADBA must help set a very high standard for RAD and the rest of Asheville and the County.
- **Signage Standards**—Regulations on the size, placement and lighting times for all public notices and private advertising. In any arts district—particularly the River Arts District—signage can become a welcome addition to any placemaking effort. Refresh and keep the historic and large-scale painted advertisements. Encourage playful and colorful building addresses and symbols;
- **Environmental Standards**—Specifications regarding storm water drainage into the French Broad, manufactured wetlands, solar access, vegetation protection and adding to the natural

systems as well as interpreting them;

- **Administration**—Clearly defined application, review and approval process along with a glossary of Form-Based Code definitions and their precise use. Just as Asheville’s Downtown Commission has an approval process to pass proposals to City Council, AARRC should adopt this precedent too.

City staff have already held preliminary discussions about commissioning a Form-Based Code specific to the RDDP area—perhaps extending throughout RAD and along the Wilma Dykeman RiverWay.



APPENDICES

AREA HISTORY

PLANNING CONTEXT

THE PLANNING PROCESS

STAKEHOLDER IDEAS FOR PUBLIC SPACE

STAKEHOLDER IDEAS FOR BUILT ENVIRONMENT

FISCAL ANALYSES FOR NEW DEVELOPMENT SCENARIOS

SOURCES & RESOURCES

ACKNOWLEDGEMENTS

A. AREA HISTORY

The River Arts District (RAD) sits in a valley defined by the French Broad River and surrounded by mountain tops. The French Broad is thought to be one of the oldest rivers in the world, older than the mountains it courses through. It is one of two “broad” rivers in western North Carolina: originally, the English Broad River—now just the Broad River—drained to the south and east, into the English Colony of North Carolina; the French Broad River drained to the north and west, into territory once claimed by the French. The French Broad receives water from over 4,000 miles of streams and tributaries and provides drinking water and recreational space for over one million people.

The French Broad begins near the eastern continental divide at Rosman in Transylvania County, through Henderson and Buncombe counties (where it is joined by the Swannanoa River) and to the northwest through Madison County into Tennessee. In Cocke County, it is joined by the Pidgeon and Nolichucky rivers and, in Sevier County, by the Holston River—and becomes the Tennessee River. It is finally impounded by the Douglas Dam (built in just 382 days at the height of WW II by the Army Corps of Engineers to supply power to aluminum factories in Knoxville and massive amounts of electricity to the secret city of Oak Ridge—one of four homes to the atomic bomb during the Manhattan Project).

Around Asheville, the 1,100 acres between downtown and the French Broad is known as East of the RiverWay. It encompasses six neighborhoods: Hillcrest, WECAN, South French Broad, Southside, Lee-Walker Heights and the River Arts District

A Brief History

For centuries—going back at least 11,000 years—East of the RiverWay was home to the Cherokee and a few Choctaw who maintained permanent settlements in western North Carolina (and six other southeastern states) along Southern Appalachian river valleys. They also trekked to seasonal hunting grounds in the surrounding highlands. Connections between local settlements and camps were the French Broad River (“Long Man” to the Cherokee) and its many tributaries (known to the Cherokee as the “Chattering Children”).

A 1730 treaty—authorized by England’s King George II—was signed between the colonists and the Cherokee. As citizens of one of the original thirteen colonies, the Cherokee remained loyal to King George III and fought against American patriots at the outbreak of the American Revolutionary War in 1776. After the British defeat, an accord was signed between the patriots and the Cherokee Nation. However, because the first European settlers viewed Native American land claims as an inconvenience, most Cherokee were forced to move along the “Trail of Tears” to Oklahoma by the Indian Removal Act of 1830. But a fairly large number of Cherokee hid in the high terrain (until 1838) and eventually (in 1876) formed the Eastern Band of the Cherokee Nation in the Qualla Boundary.

In the intervening years between pre-history and 1830, the first European settlers arrived to take advantage of federal land grants for settlement and farming, made available to American patriot soldiers after the Revolutionary War. Most Europeans settled on or near the river (one of the first European residential neighborhoods is said to have been Chicken Hill). They opened businesses... tanneries, cotton mills, ice houses, distilleries, grain bins, coal storage yards, etc. Turkeys and hogs from Kentucky and Tennessee were shipped up the French Broad by raft. Between 1819 and 1827, the timber plank Buncombe Turnpike was constructed along a 75-mile stretch of the French Broad between Greeneville TN and Greenville SC. Many products made along Asheville’s urban riverfront

were for local consumption and some of these industries continued into the 1920s through the early-1940s.

The next wave of population growth and change in East of the RiverWay occurred on October 3, 1880, the first scheduled arrival of the Western North Carolina Railroad at Biltmore. (WNC RR bought and closed the Buncombe Turnpike in 1869.) Although rail lines were common in eastern North Carolina (since at least 1827), the Civil War and mountainous terrain west of Old Fort delayed rail service for those seeking access to a “healing climate” (for the elite, settling near Biltmore) and economic opportunities for hardscrabble farmers, forestry and mining interests who built homes and businesses near the railroad.

Hence, East of the RiverWay evolved into a railroad-based industrial area of tobacco and cotton warehouses, stockyards (for cattle, hogs, turkeys, ducks, mules and horses), more cotton mills and more tanneries, foundries, metal and woodworking shops, carriage makers and stables. Steam engine #722 provided most to the rail service for finished goods from Asheville to Charleston SC and Augusta GA as well as to rail heads for other markets along the Atlantic seaboard.

The Asheville Power & Light Company helped build Riverside Park, a very popular (yet segregated) amusement and recreation area on the French Broad River immediately south of where the Craven Street Bridge stands today. It was “the place to go” for socializing and entertainment—baseball, picnics, horse shows, skating and silent movies. One feature was the outdoor screen for “moving pictures” that could be watched only from boats in the French Broad. A fire in 1915 and a flood the following year completely destroyed Riverside Park. It was never rebuilt.

In the 1920s and 1930s, Asheville was strapped by heavy public debt (all obligations were finally—and tenaciously—met in the 1970s). By that time, attention had turned to downtown revitalization. Clever and committed action by civic leaders resulted in an astonishing turnaround by the early-1990s... and that trend continues today. Downtown Asheville has become an animated, wildly popular and always “funky” economic engine for the City, Buncombe County and all of western North Carolina.

In the meantime, riverfront and rail-related industries fled to cheaper locales, leaving behind a legacy of brownfields. Fears of flooding and ground contamination made the increasing inventory of vacant land off-limits for reuse. The residents who remained were primarily low-income minorities, bypassed by new development and new job opportunities. During expropriation, demolition and “removal” wrought by urban renewal in the 1960s and 1970s, there followed a loss of any sense of community along the urban riverfront—be it decent housing, a sense of neighborhoods with their social and cultural institutions as well as nearly all nearby retail support.

Then things began to change. Beaverdam native Wilma Dykeman wrote her first book, *The French Broad*, in 1955 as part of Holt Rinehart’s *Rivers of America* series. Dykeman’s was one of 50 books commissioned to celebrate America’s “great rivers.” In this book, Dykeman wrote about the connections between environmental protection and economic development.

“...[M]ost of the rivers have diminished. They need, like the people of the region, our concern and respect, for it is a rare region, this country of the French Broad, that boasts so much variety of beauty and species and experience... To paraphrase in prose a poem that Robert Frost once wrote, I’m going out to feel the soft yield of winter moss and mulch beneath my woods’ feet. Won’t you come too? I’m going out to hear the slow talk of some stranger becoming friend as I listen to his life; to see the wide sweep of the river’s silent power around a certain bend beneath the Sycamores. I’m going out to smell fresh rain on summer dust and the prehistoric water odors of the old French Broad in flood. Won’t you come too?”

Dykeman wrote *The French Broad* seven years before Rachel Carson's *Silent Spring*.

By 1992—thanks to Wilma Dykeman, *Land of Sky*, the Chamber, RiverLink and the City (among others, as well as earlier fundraising by the French Broad River Foundation)—the urban riverfront became the next target for economic and environmental renewal. “After all, it’s only a mile from downtown” seemed a common refrain.

Artisans had already discovered large and relatively inexpensive space on the riverfront. Many elected officials turned to economic development opportunities other than downtown and thought... “if we can keep visitors here one more day”... and the River Arts District began to emerge. Potters, glass blowers, sculptors, iron workers and welders, fiber and graphic artists, bookmakers and furniture makers, painters, etc., set up shop. Restaurants and entrepreneurs followed. Some space became dwelling units.

Much has changed since those early urban pioneers staked out the River Arts District. Today, Mountain Housing Opportunities is completing work on its second “affordable” housing development. There are proposals for private development. The handmade objects of the early urban riverfront are now the handmade artisanal items available in the River Arts District. A new understanding of floodways and flood plains—to say nothing of rising attention to water quality and public access to recreational opportunities championed by Wilma Dykeman and RiverLink—made thinking about urban riverfront revitalization seem rational and enticing.

But at the same time, people living in East of the RiverWay are (and historically always have been) characterized as “disenfranchised”—first, Native Americans before they were forced to follow the Trail of Tears, then mill and railroad workers (mostly white), then those displaced by urban renewal (African Americans), the working poor, a mix of ethnicities along with limited opportunities for educational and social advancement. Today, East of the RiverWay contains seven recognized neighborhood coalitions, including five identified low-wealth residential areas and six public housing communities. In 2010, 76 percent of the area’s 2,950 residents identified as African American.

During urban renewal, between 1,000 and 1,500 dwelling units were demolished (and replaced with only 700 public housing units). Population in the East of the RiverWay communities dropped by 27.6 percent between 1970 and 2000. Resentment and mistrust characterized dialogue—when it occurred—between the residents and public bodies. Even in 2010, the median household income area was \$16,000—counting the new cadre of artisans in the River Arts District. By far, the two largest employment centers for RDDP residents are commerce in downtown Asheville and Mission Health System’s campus.

B. PLANNING CONTEXT

East of the Riverway Plans

The Riverside Drive Development Plan (or RDDP) is one of six interlocking planning and development initiatives undertaken by the City (and numerous public, nonprofit and private entities) that are collectively known as “East of the RiverWay.”

In 2010, the City of Asheville submitted an application for funding from the Federal Partnership for Sustainable Communities, a collaboration developed by the U.S. Environmental Protection Agency, the U.S. Department of Housing and Urban Development and the U.S. Department of Transportation.

The intent was to fully consolidate federal, state and local programs to improve public, nonprofit and private planning, funding and implementation and increase inter-agency collaboration and cooperation.

The Federal Partnership for Sustainable Communities lists six overarching goals:

1. “Provide more transportation options”;
2. “Promote equitable, affordable housing”;
3. “Enhance economic competitiveness”;
4. “Support existing communities”;
5. “Coordinate policies and leverage investment”;
6. “Value communities and neighborhoods”.

In fact, the Federal Partnership for Sustainable Communities seeks to address the many mistakes committed in the name of “urban renewal” in the 1960s and 1970s.

The City’s application covered an area defined as East of the RiverWay—almost 1,100 acres bounded by the Hillcrest community on the north, the French Broad River on the west, the Swannanoa River on the south and McDowell Street and Ashland Avenue on the east

This area encompasses all of Asheville-Buncombe Community Technical College, Asheville High School, the central section of the Norfolk Southern rail marshalling yards (East of the RiverWay is bisected by frequent—and loud—freight movements), the northern tip of Biltmore Village, the western edge of Mission Health System’s campus and the entire “south slope” adjacent to downtown Asheville.

In March, 2011, the City was awarded \$850,000 by the Federal Partnership for Sustainable Communities over a three year period to “create a specific and achievable area development plan for the East of the RiverWay project area.” The funding was divided into six distinct yet overlapping “specific and achievable” projects.

1. PUBLIC PARTICIPATION—“Engage the disenfranchised communities.” Although public participation runs continuously through all six elements, there is a specific full-time-staffed City of Asheville position to create a communications plan and implement the process for engaging the resident communities—public and private housing, the neighborhood organizations (some of which are represented on the Coalition of Asheville Neighborhoods, or CAN), artisans and businesses. The City is assisted by the Asheville Design Center and Green Opportunities to help all stakeholders

understand each project and their role(s) therein. East of the RiverWay belongs to everyone in Asheville and Buncombe County, but it directly touches the daily lives of those who live and work there.

2. TRANSPORTATION NETWORK PLAN (TNP) – “Identify and plan for network connections” including travel by foot, bicycle, ART public transit, shuttles and shared or rented vehicles—including electric bicycles and charging stations. This inventory and recommendation analysis is being conducted by City staff and the Renaissance Planning Group. The TNP also considers freight rail traffic throughout East of the RiverWay, on-grade pedestrian access across the rails (especially at Lyman and Craven streets) as well as potential pedestrian connections over the rail right-of-way (particularly mid-way between Lyman and Craven streets).

3. ENERGY PLAN – “Establish [a] community carbon footprint” and propose a program for energy use reduction within all land use sectors and income groups in East of the RiverWay. This involves an exploration of building types (from small single family residences to massive renovated industrial structures), land uses (from residential occupancy to light industrial spaces with kilns and large-scale woodworking machinery), travel patterns (by foot, bike, car, truck, etc.) and types of energy used. The goal is to propose a suite of policies to reduce energy use via density bonuses, tax incentives, infrastructure cost-sharing and loans. This study was completed in 2012 by the City, Buncombe County and CDM Smith.

4. NEIGHBORHOOD GREENWAYS – Advance the Town Branch Greenway and the Clingman Forest Greenway to next steps toward full implementation... route and construction planning and preliminary design as well as property acquisition. When completed, Town Branch will connect a southern portion of East of the RiverWay—and the River Arts District—to McDowell Street at the western edge of Mission Health System’s campus. Also when completed, Clingman Forest will connect a node in the middle of the River Arts District to Aston Park at the western tip of downtown Asheville. SiteWork Studios and Mathews Architecture are assisting the City with this project.

5. RIVER ARTS DISTRICT SECTION OF THE WILMA DYKEMAN RIVERWAY OR RIVER ARTS DISTRICT TRANSPORTATION IMPROVEMENT PLAN (RADTIP) – “Complete engineering and bring construction to [100]% level for [a] 2.7 mile segment of the Wilma Dykeman RiverWay.” Having achieved all necessary environmental clearances, chosen a publicly-approved preferred alternative and identified funding, construction documents will soon be in-progress for implementation of a) a realignment of Riverside Drive and Lyman Street and b) engineering and landscape design for a multi-mile addition to public open space, river access, storm water control and multi-use greenway trails along a key portion of the French Broad River—a major step in implementing the complete Wilma Dykeman RiverWay Plan.

6. TRANSFORMATIONAL PROJECT PLANNING to “create ready-to-develop plans for... City-owned properties located in [the] East of the RiverWay area.”

This last element encompasses this effort. The Riverside Drive Development Plan (RDDP) addresses the development of ten acres of City-owned land through:

- a) following a completely public process;
- b) linking RDDP to the Transportation Network Plan (TNP);
- c) incorporating all elements of the Energy Plan;
- d) providing appropriate connections to the Clingman Forest Greenway and Town Branch Greenway and;
- e) using RADTIP to help guide design and development proposals.

C. THE PLANNING PROCESS

The City of Asheville retained a consortium of five Asheville-based design and engineering firms (Heritage Directions, LLC as project captain; Kloesel Engineering, PA; Mathews Architecture, PA; Pearson Russell Design Associates; Site Design Studio, PLLC), one local nonprofit (the Asheville Design Center) and one out-of-state economics analyst (Economic Stewardship, Inc.) who began work on May 20, 2013... coincidentally, what would have been Wilma Dykeman's 93rd birthday.

Site tours, building inspections, mapping exercises, topographic studies, floodway and flood plain analyses, rights-of-way investigations, deed restrictions, zoning regulations and open space and redevelopment precedents in flood-prone areas made the consultant team aware of the sites' prospects and limitations. The team conducted a series of design charrettes—intense, focused and multi-hour planning and design sessions in late May, on June 24 and 25, August 22 and 23 as well as on September 5.

Over the course of the work, several iterations of the plan were reviewed by the City of Asheville's management team and presented for public comment:

- On May 31 from 5:00 pm until 8:00 pm at 14 Riverside Drive, about 75 people stopped to chat, ask questions, offer ideas and tour the historic PSNC Building.
- On August 20, approximately 50 stakeholders attended another public meeting between 4:00 pm and 7:00 pm at Pink Dog Creative on Depot Street at which a . There were five topic-specific stations—staffed by team members and City personnel—where attendees could update themselves on RAD/RDDP matters, view draft diagrams and drawings, ask questions and record their ideas on a suggestions board.
- On October 17 from 3:00 pm to 5:00 pm, stakeholders were invited to an informal, public open house and briefing session at City Hall.
- Another public open house was conducted on November 21 at City Hall from 3:00 pm to 5:00 pm. This attracted a lively crowd of 25.
- The “third Thursday” tradition continued on December 19 with seven stakeholders at City Hall between 3:00 and 5:00 pm.
- Eight stakeholders joined us again at City Hall on January 16, 2014.

In addition to these six public sessions, the consultants attended ten official meetings of the Asheville Area Riverfront Redevelopment Commission and three meetings of its Design Review Committee. In all, there have been countless informal conversations and 60 planned meetings—one-on-one and in small groups—inviting public review of and input to these ideas by over 500 stakeholders.

D. STAKEHOLDER IDEAS FOR PUBLIC SPACE

Stakeholders frequently suggested the following open space options. They are listed south to north, beginning with areas near 14 Riverside and the adjacent civic gathering space.

- **South of 14 Riverside**, stakeholders prefer a direct connection to 12 Bones that would bridge the unnamed creek and, possibly, become an extension of the restaurant itself.
- **At 14 Riverside Drive:** Between the historic PSNC building and the French Broad River, the recommended design includes a multi-functional events space—a “great lawn”. This is envisioned as a roughly 100 foot by 300 foot formal area defined on the south by the unnamed creek, on the east by the realignment of Riverside Drive, on the north by the old PSNC property line and on the west by the French Broad. The great lawn will offer space for sitting, sunning, quiet conversations, passive recreation and people-watching. As outlined later in this report, the consultants suggest (and stakeholders agree) that an open air stage should be added to the west side of 14 Riverside Drive at the same level as 14 Riverside’s finished floor. It will be approximately three feet above the ground elevation of the great lawn. Planned performances on the stage will entertain an audience seated directly on the lawn. Or... chairs, benches and small tents could be rented for temporary special events—receptions, musical performances, concerts, plays, etc. Or... a tensioned “shade sail” tent-like roofing system (perhaps extending over portions of 14 Riverside and/or 12 Bones too) could be erected for longer-term celebrations and installations.
- **North of 14 Riverside** offers space for a hardscape sculpture garden (requested by many stakeholders) intertwined with a constructed wetland—often described as a water harvesting wetland and demonstration/interpretation of storm water treatment (another frequent request). A Buncombe County-wide design competition (juried in age, amateur and professional categories, all incorporating RAD sculptors) could result in implementing a public demonstration interpreting the interactions among wetlands, flood zones, water, sanitation, hygiene and ecological restoration. Approximately one-half acre between Riverside Drive and the French Broad could be devoted to this activity, perhaps implemented through a for-credit project in schools or a design-build studio.
- **A direct pedestrian and cyclist link to New Belgium** from RAD and RDDP has common appeal. Many think that this should be an independent structure that calls attention to itself through design, color and unique night-time lighting; others see it less-conspicuously suspended from the Haywood/RiverLink Bridge (a matter for discussion with North Carolina’s Department of Transportation, which regulates the Haywood/RiverLink Bridge and the land beneath it). All think this direct, cross River connection is essential.
- **Under the weather protection of the Haywood/RiverLink Bridge** (again with permissions from NC DOT) will be an ideal location for more permanent installations. Ideas include... a) ASAP tailgate market stalls (designed by RAD artists); b) informal studio space—perhaps in tents—where amateur artists try their hands at various media, e.g., ceramics on the first Thursday of a month, fabric on the second Thursday, etc. (under the helpful eyes of RADA members); c) LEED certified public restrooms and showers beside a direct River access point and kayak launch; d) a few artist-inspired picnic tables, etc.

- **A food truck plaza**, adjacent to the picnic tables and restrooms and just north of the Haywood/RiverLink Bridge. This hardscape pad will be complete with power (solar?) and running water (a filtration demonstration?) hook-ups. It is suggested that a noon-time food truck rally in RAD could evolve into a weekly mini-festival during the summer and fall months with food, music on the stage at 14 Riverside Drive, the ASAP farmers market, artist demonstrations and sales, environmental education at the constructed wetland... Start out planning this happening for once each month. It could grow into a scheduled weekly event.

- **An arts- and water-themed playground.** Stakeholders (and the consultants) envision a playground—maybe as large as one acre—for youngsters: in all cases, the themes would be water resources and environmental sustainability education as it is practiced now and in the future. For toddlers (age six and under), a series of experiences invite running, jumping and playing on water-based soft sculptures. For those over six—and their parents and friends—an arts-related rain garden with a plot of edible kitchen plants, a world food garden, “water holes” for splashing and wading, an orchard and lagoon with a story-telling area... the wish list goes on. Again, all designs in these areas should be LEED-certified, planned and built locally with input from RADA, RADBA and AAAC.

- **A festival lawn for RADfest.** The “RADfest lawn”—as one stakeholder dubbed it—is the northern civic gathering space. All agree that City- and County-wide events similar to Bele Chere (over 200,000 visitors) must not be staged in RAD. However, there is some discussion of a possible “RADfest” that might attract as many as 5,000 to 10,000 (about the size of a combined LAFF and GoomBay festivals and several times the attendance at any one Studio Stroll). Something in the neighborhood of two acres—including an amphitheater—seems to be appropriate. Surfaces will be designed to endure heavy foot traffic and the occasional movement of hefty sound and lighting equipment. Hard materials and grasses could alternate every two-to-three feet and also serve as a rudimentary constructed wetland. (The great lawn adjacent to 14 Riverside Drive is seen as a more low key, manicured area.) The RADfest lawn would also be the scene for reviving the outdoor movie precedent of the old Riverside Park, pre-1915.

The above items outline events and uses. The following places, events and services on public open space also received mention by stakeholders.

- **Public transit.** If RADfest is staged, most agree that some form of public transit be available to move patrons from remote parking locations (downtown garages, West Gate Plaza, etc.). These same ART busses could make multiple stops once inside RAD with several stops along the “Riverside Drive Promenade.”

- **A dog park** may not appeal to everyone, but it was suggested more than a few times. Many involved with RAD seem to be pet lovers and have asked for consideration of about one-quarter acre somewhere along the River front. (It seems that many dogs enjoy an occasional swim in the River.)

- **A mountain biking venue** could take up as little as one-half acre and be built in center of the elevation change between the intersection of Craven Street and Riverside Drive and the French Broad itself. One artisan has offered to design and construct it and is confident of attracting other volunteers from nearby neighborhood organizations. This is a good spectator sport as well—and the dog park is too.

- A Little League baseball diamond with bleacher seating for several hundred.
- An outdoor swimming center with heated water for year-round use.
- An observation tower for river watching and train spotting.
- Community gardens.
- A roller-blade park.
- A Frisbee park.
- A petting zoo.

Of course, all of this adds up to quite a bit more open space than the roughly seven-and-one-half acres available on the City-owned parcels directly on the French Broad. It also adds up to a bit more than the City (any municipality, really) can afford. But it shows the depth of interest in continuing and building on the tradition of public access to and all types of activities along the French Broad River.

E. STAKEHOLDER IDEAS FOR BUILT ENVIRONMENT

RDDP offers the opportunity for major new construction—residential units for all income levels, affordable commercial space and places for a mix of restaurants, entertainment venues and showrooms... even perhaps a hotel as well as a small but important venture in historic rehabilitation. All of these development prospects are centrally located within a mile of either downtown Asheville or West Asheville—an appropriate place for a new urban village. As well, they are in the middle of the thriving River Arts District. RAD’s existing galleries, studios, workspaces and creative commerce border one of the region’s largest recreation destinations and are just across the French Broad River from New Belgium’s east coast brewery—likely to attract as many as 150,000 visitors annually. The proposals in this report are informed by feedback from RAD community members and other stakeholders.

Stakeholder Ideas for the Built Environment:

Some of the most intriguing stakeholder comments came in response to descriptions of an urban village—as one artist put it, “a downtown for RAD.” The concept is thousands of years old, dating to the earliest forms of building social, cultural and religious communities. In all likelihood, the Cherokee created a series of urban villages along the banks of the French Broad. In a more contemporary application, this urban village offers:

- A symbolic “center” for RAD/RDDP – truly, almost at the geographic center of Clingman, Depot, Riverside and Roberts, the major streets in RAD;
- The ability to live, work and play within a walkable urban environment... surrounded by an already lively arts community with easy access to some of the City’s and County’s most important employment centers and best recreation areas;
- Greater residential density (thus, the greater likelihood for creating a larger supply of affordable housing options) through mid-rise structures;
- Hence, more residential and commercial density closer to the traditional cores of downtown Asheville and West Asheville;
- Energy efficiency by way of roof-top solar arrays and environmental efficiency through grey water disposal into the nearby constructed wet lands;
- Easy access to ART transit stops and the ability to use regional bikeways and greenways. Therefore, the opportunity to live and work without relying on the private automobile;
- A sense of neighborhood through local schools, ready-made cultural attractions, locally-sourced shops, restaurants, services and entertainment;
- Hence, a stronger and healthier RAD community.

Indeed, a “downtown for RAD” seems to be in line with what the City of Asheville is encouraging in all urbanized areas. More to the point, it is appropriate to support a new urban village half-way between downtown and West Asheville... and a walkable midway among the four pieces of RAD on Clingman, Depot, Roberts and Riverside Drive.

F. FEASIBILITY DIMENSIONS OF ALTERNATE SCENARIOS

Deriving a feasible mix of land uses for each scenario entailed the steps described in the worksheets presented in the following pages.

- **Uses by Site and Scenario** introduce the scenarios by showing the recommended mix of land uses associated with each alternative;
- **Parking by Site and Scenario** details the parking requirements associated with the land use mix, reprises what can be accommodated below grade and addresses the spaces that will need to be accommodated in a deck. They chart whether the alternative delivers a surplus or deficit of parking spaces. All scenarios presume that people are willing to walk within the RDDP study area to access parking. Note that first priority on parking available within any structure is given to its occupants;
- **Cost Factors and Development Costs by Site and Scenario** set forth hard and soft construction costs by use and site for each alternative;
- **ROI** offers a very simple cash flow analysis as a check for each scenario's reasonableness.

To summarize, the four scenarios involve all parcels on both sides of Riverside Drive. However, the three parcels associated with 95-97 Roberts are fundamentally a single development opportunity and are being marketed together as a single tract.

Site	Development Alternative			
	1 Play by the Rules	2 Implement Form-Based Code	3 Add Riverfront Hotel	4 Maximize Partnerships
A - Triangle Adjacent to Curve	•	•	•	•
B - Triangle South of Smokestack	•	•	•	•
C - Rectangle North of Smokestack	•	•	•	•
D - Riverfront Lot South of Craven			•	
E - RiverLink Site				•
Railroad ROW				•
95-97 Roberts				•
Lot Adjacent to 95-97 Roberts				•
Lot Across to 95-97 Roberts				•

Site Assumptions

The chart below summarizes the characteristics of the parcels incorporated in the scenarios described above, including the RDDP assumptions about land acquisition costs and calculated number of parking spaces that will fit at or below grade. The parking space calculations assume that the parcels are developed.

Site	Buildable Square Feet	
	Land Area	Building Footprint
A - Triangle Adjacent to Curve	30,990	30,990
B - Triangle South of Smokestack	7,962	7,962
C - Rectangle North of Smokestack	21,908	21,908
D - Riverfront Lot South of Craven	29,132	29,132
E - RiverLink Site	90,744	90,744
Railroad ROW		
95-97 Roberts	12,649	12,000
Lot Adjacent to 95-97 Roberts		9,000
Lot Across to 95-97 Roberts	7,846	-
Notes:		
Assumes roadway reconfiguration to join two sites next to Curve		
Land Allocation for 95-97 Roberts is approximate.		

Construction Cost Factors

All of the scenarios rely on the construction cost factor assumptions presented below:

Land Use	Gross	
	Square Feet Per Unit	Cost per Square Foot
Apartments	1,000	\$ 110
Condos	1,600	\$ 175
Office		
Retail/Restaurant		
Hotel	650	\$ 285
Below Grade Parking	375	\$ 6
Structured Parking	425	\$ 47
Railroad ROW	1000	500

Contingency Costs = 18% of Development Costs

Property Acquisition		Maximum At or Below Grade Parking
Cost	Notes	
\$ 100,000	Includes Curve Garden Sliver	83
		16
		58
\$ 400,000	Reimburse FEMA	78
\$ 250,000	Presumes Compensation - PLUG	242
\$ 250,000	Presumes Compensation - PLUG	0
\$ 2,200,000	List Price	0
\$ -	Included in 95-97 Purchase Price	24
\$ -	Included in 95-97 Purchase Price	20

Unit Cost Before Contingency			Contingency Costs			Total Unit Costs Including Contingency		
\$	110,000	per unit	\$	19,800	per unit	\$	129,800	per unit
\$	280,000	per unit	\$	50,400	per unit	\$	330,400	per unit
\$	165	per SF	\$	30	per SF	\$	195	per SF
\$	185	per SF	\$	33	per SF	\$	218	per SF
\$	185,250	per room	\$	33,345	per room	\$	218,595	per room
\$	2,400	per space	\$	432	per space	\$	2,832	per space
\$	20,000	per space	\$	3,600	per space	\$	23,600	per space
\$	500,000	per bridge	\$	90,000	per bridge	\$	590,000	per bridge

Uses by Site and Scenario

Riverside Drive Development Plan Numeric Sketch

1 - Play by the Rules

Site	Occupied Stories	Residential					
		Apartments			Condos		
		Pct	Square Feet	Units	Pct	Square Feet	Units
A - Triangle Adjacent to Curve	5	0%	-	-	40%	61,980	41
B - Triangle South of Smokestack	5	80%	31,848	32	0%	-	-
C - Rectangle North of Smokestack	5	0%	-	-	0%	-	-
Total Square Feet and Units by Use			31,848	32		61,980	41

Required Parking by Site and Scenario

Riverside Drive Development Plan Numeric Sketch

1 - Play by the Rules

Site	Required Parking				
	Housing Units		Commercial		
	Apartments	Condos	Retail	Restaurant	Office
A - Triangle Adjacent to Curve	-	62	44	44	177
B - Triangle South of Smokestack	32	-	23	-	-
C - Rectangle North of Smokestack	-	-	13	19	-
Total	32	62	80	63	177

Commercial											Free for Structure d Parking
Retail			Restaurant			Office		Hotel			
Square	Store-		Square			Square		Square			
Pct	Feet	fronts	Pct	Feet	Eateries	Pct	Feet	Pct	Feet	Rooms	
10%	15,495	7	10%	15,495	4	40%	61,980	0%	-	-	
20%	7,962	4	0%	-	-	0%	-	0%	-	-	
4%	4,382	2	6%	6,572	2	0%	-	0%	-	-	
	27,839	13		22,067	6		61,980		-	-	

		Planned Parking					Surplus/ Deficit
Commercial		Type					
Hotel	Total	Below Grade	Structured Pct. Square Feet	No.	Total		
-	327	83	0%	-	-	83	(244)
-	55	16	0%	-	-	16	(39)
-	32	58	90%	98,586	232	290	258
-	414	157		98,586	232	389	(25)

ROI Scenario 1 - Play by the Rules

Riverside Drive Development Plan Numeric Sketch

		Construction Period		3 years		Residential		
		Sales Period		3 years		Unit Rent	\$ 14,400	
						Occupancy	0.90	
						PSF Ops/Mtnc	\$ 6.50	
						Per Unit Price	\$ 350,000	
						Cost of Sale		
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Net Operating Income								
Apartments	\$	-	\$	-	\$	206,720	\$	206,720
Condos		-		-		4,448,500		4,448,500
Office		-		-		1,090,848		1,090,848
Retail/Restaurant		-		-		1,038,045		1,038,045
Hotel		-		-		-		-
Structured Parking		-		-		-		-
Total NOI	\$	-	\$	-	\$	6,784,113	\$	6,784,113
Development Costs								
Apartments	\$	1,384,533.3	\$	1,384,533.3	\$	-	\$	-
Condos		4,515,466.7	\$	4,515,466.7	\$	-	\$	-
Office		4,022,502.0	\$	4,022,502.0	\$	-	\$	-
Retail/Restaurant		3,631,493.3	\$	3,631,493.3	\$	-	\$	-
Hotel		-	\$	-	\$	-	\$	-
Structured Parking		-	\$	-	\$	-	\$	-
Bridge/Land		100,000.0		-		-		-
Total Development Costs	\$	13,653,995.3	\$	13,553,995.3	\$	-	\$	-
Annual Cash Flow								
Net Operating Income	\$	-	\$	-	\$	6,784,113	\$	6,784,113
Total Asset Value@								
Total Costs of Sale (2) @								
Total Development Costs	\$	(13,653,995)	\$	(13,553,995)	\$	-	\$	-
Net Cash Flow	\$	(13,653,995)	\$	(13,553,995)	\$	6,784,113	\$	6,784,113
Net Present Value @		\$ (8,217,832.0)		Unleveraged IRR:		5.7%		

Units	Hotel	Commercial	SF
32.0	Occupancy 70%	PSF Rent Office \$ 28	61,980
	ADR \$ 200	PSF Rent Retail \$ 32	49,906
6,500.0	Rooms -	PSF Ops/Mtnc \$ 6.00	
41.0	Expenses 72%	Occupancy 80%	
7%			

Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
\$ 206,720	\$ 206,720	\$ 206,720	\$ 206,720	\$ 206,720	\$ 206,720	\$ 206,720	\$ 206,720
-	-	-	-	-	-	-	-
1,090,848	1,090,848	1,090,848	1,090,848	1,090,848	1,090,848	1,090,848	1,090,848
1,038,045	1,038,045	1,038,045	1,038,045	1,038,045	1,038,045	1,038,045	1,038,045
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613
							\$ 23,356,128
							\$ (1,167,806)
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 2,335,613	\$ 24,523,934

Uses by Site and Scenario

Riverside Drive Development Plan Numeric Sketch

2 - Implement Form-Based Code

Site	Occupied Stories	Residential					
		Apartments			Condos		
		Pct	Square Feet	Units	Pct	Square Feet	Units
A - Triangle Adjacent to Curve	8	0%	-	-	35%	86,772	58
B - Triangle South of Smokestack	7	80%	44,587	45	0%	-	-
C - Rectangle North of Smokestack	7	0%	-	-	5%	7,668	5
Total Square Feet and Units by Use			44,587	45		94,440	

Required Parking by Site and Scenario

Riverside Drive Development Plan Numeric Sketch

2- Implement Form-Base Code

Site	Required Parking				
	Housing Units		Commercial		
	Apartments	Condos	Retail	Restaurant	Office
A - Triangle Adjacent to Curve	-	87	28	28	248
B - Triangle South of Smokestack	45	-	32	-	-
C - Rectangle North of Smokestack	-	8	44	44	-
Total	45	95	104	72	248

Commercial											Free for Structure d Parking
Retail			Restaurant			Office		Hotel			
Square Pct	Feet	Store- fronts	Square Pct	Feet	Eateries	Square Pct	Feet	Square Pct	Feet	Rooms	
4%	9,917	5	4%	9,917	2	35%	86,772	0%	-	-	
20%	11,147	5	0%	-	-	0%	-	0%	-	-	
10%	15,336	7	10%	15,336	4	0%	-	0%	-	-	
	36,399	17		25,252	6		86,772		-	-	

		Planned Parking					Surplus/ Deficit
Commercial		Type					
Hotel	Total	Below Grade	Pct.	Square Feet	No.	Total	
-	391	83	22%	54,542	128	211	(180)
-	77	16	0%	-	-	16	(61)
-	96	58	75%	115,017	271	329	234
-	564	157		169,559	399	556	(8)

ROI Scenario 2 - Implement Form-Base Code

Riverside Drive Development Plan Numeric Sketch

						Residential		
Construction Period						3 years	Unit Rent	\$ 14,400
Sales Period						3 years	Occupancy	0.90
							PSF Ops/Mtnc	\$ 6.50
							Per Unit Price	\$ 350,000
							Cost of Sale	
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	
Net Operating Income								
Apartments	\$ -	\$ -	\$ -	\$ 290,700	\$ 290,700	\$ 290,700	\$ 290,700	
Condos	-	-	-	-	-	-	-	
Office	-	-	-	1,527,187	1,527,187	1,527,187	1,527,187	
Retail/Restaurant	-	-	-	1,282,353	1,282,353	1,282,353	1,282,353	
Hotel	-	-	-	-	-	-	-	
Structured Parking	-	-	-	-	-	-	-	
Total NOI	\$ -	\$ -	\$ -	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	
Development Costs								
Apartments	\$ 1,384,533.3	\$ 1,384,533.3	\$ 1,384,533.3	\$ -	\$ -	\$ -	\$ -	
Condos	4,515,466.7	\$ 4,515,466.7	\$ 4,515,466.7	\$ -	\$ -	\$ -	\$ -	
Office	4,022,502.0	\$ 4,022,502.0	\$ 4,022,502.0	\$ -	\$ -	\$ -	\$ -	
Retail/Restaurant	3,631,493.3	\$ 3,631,493.3	\$ 3,631,493.3	\$ -	\$ -	\$ -	\$ -	
Hotel	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Structured Parking		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Bridge/Land	100,000.0	-	-	-	-	-	-	
Total Development Costs	\$ 13,653,995.3	\$13,553,995.3	\$ 13,553,995.3	\$ -	\$ -	\$ -	\$ -	
Annual Cash Flow								
Net Operating Income	\$ -	\$ -	\$ -	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	
Total Asset Value@								
Total Costs of Sale (2) @								
Total Development Costs	\$ (13,653,995)	\$ (13,553,995)	\$ (13,553,995)	\$ -	\$ -	\$ -	\$ -	
Net Cash Flow	\$ (13,653,995)	\$ (13,553,995)	\$ (13,553,995)	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	
Net Present Value @				\$ (10,876,210.1)	Unleveraged IRR:		5.3%	

Units	Hotel	Commercial	SF
45.0	Occupancy 70%	PSF Rent Office \$ 28	86,772
	ADR \$ 200	PSF Rent Retail \$ 32	61,652
6,500.0	Rooms -	PSF Ops/Mtnc \$ 6.00	
-	Expenses 72%	Occupancy 80%	
7%			

Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
\$ 290,700	\$ 290,700	\$ 290,700	\$ 290,700	\$ 290,700	\$ 290,700	\$ 290,700	\$ 290,700
-	-	-	-	-	-	-	-
1,527,187	1,527,187	1,527,187	1,527,187	1,527,187	1,527,187	1,527,187	1,527,187
1,282,353	1,282,353	1,282,353	1,282,353	1,282,353	1,282,353	1,282,353	1,282,353
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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-	-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240
							\$ 31,002,405
							\$ (1,550,120)
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 3,100,240	\$ 32,552,525

Uses by Site and Scenario

Riverside Drive Development Plan Numeric Sketch

3 - Add Riverfront Hotel

Site	Occupied Stories	Residential					
		Apartments			Condos		
		Pct	Square Feet	Units	Pct	Square Feet	Units
A - Triangle Adjacent to Curve	8	0%	-	-	35%	86,772	58
B - Triangle South of Smokestack	7	80%	44,587	45	0%	-	-
C - Rectangle North of Smokestack	7	0%	-	-	5%	7,668	5
D - Riverfront Lot South of Craven	5	0%	-	-	0%	-	-
Total Square Feet and Units by Use			44,587	45		94,440	63

Required Parking by Site and Scenario

Riverside Drive Development Plan Numeric Sketch

3 - Add Riverfront Hotel

Site	Required Parking				
	Housing Units		Commercial		
	Apartments	Condos	Retail	Restaurant	Office
A - Triangle Adjacent to Curve	-	87	28	28	248
B - Triangle South of Smokestack	45	-	32	-	-
C - Rectangle North of Smokestack	-	8	44	44	-
D - Riverfront Lot South of Craven	-	-	17	25	-
Total	45	95	121	97	248

Commercial											Free for Structure d Parking
Retail			Restaurant			Office		Hotel			
Square Pct	Feet	Store- fronts	Square Pct	Feet	Eateries	Square Pct	Feet	Square Pct	Feet	Rooms	
4%	9,917	5	4%	9,917	2	35%	86,772	0%	-	-	
20%	11,147	5	0%	-	-	0%	-	0%	-	-	
10%	15,336	7	10%	15,336	4	0%	-	0%	-	-	
4%	5,826	3	6%	8,740	2	0%	-	50%	72,830	121	
42,226			33,992		8	86,772		72,830		121	

		Planned Parking					Surplus/ Deficit
Commercial		Type					
Hotel	Total	Below Grade	Structured		No.	Total	
-	391	83	22%	54,542	128	211	(180)
-	77	16	0%	-	-	16	(61)
-	96	58	75%	115,017	271	329	234
121	163	78	40%	58,264	137	215	52
121	727	235		227,823	536	771	45

ROI Scenario 3 - Add Riverfront Hotel

Riverside Drive Development Plan Numeric Sketch

					Residential		
		Construction Period		3 years	Unit Rent	\$	14,400
		Sales Period		3 years	Occupancy		0.90
					PSF Ops/Mtnc	\$	6.50
					Per Unit Price	\$	350,000
					Cost of Sale		
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Net Operating Income							
Apartments	\$ -	\$ -	\$ -	\$ 290,700	\$ 290,700	\$ 290,700	\$ 290,700
Condos	-	-	-	6,835,500	6,835,500	6,835,500	-
Office	-	-	-	1,527,187	1,527,187	1,527,187	1,527,187
Retail/Restaurant	-	-	-	1,585,326	1,585,326	1,585,326	1,585,326
Hotel	-	-	-	1,731,268	1,731,268	1,731,268	1,731,268
Structured Parking	-	-	-	-	-	-	-
Total NOI	\$ -	\$ -	\$ -	\$ 11,969,981	\$ 11,969,981	\$ 11,969,981	\$ 5,134,481
Development Costs							
Apartments	\$ 1,384,533.3	\$ 1,384,533.3	\$ 1,384,533.3	\$ -	\$ -	\$ -	\$ -
Condos	4,515,466.7	\$ 4,515,466.7	\$ 4,515,466.7	\$ -	\$ -	\$ -	\$ -
Office	4,022,502.0	\$ 4,022,502.0	\$ 4,022,502.0	\$ -	\$ -	\$ -	\$ -
Retail/Restaurant	3,631,493.3	\$ 3,631,493.3	\$ 3,631,493.3	\$ -	\$ -	\$ -	\$ -
Hotel	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structured Parking		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bridge/Land	100,000.0	-	-	-	-	-	-
Total Development Costs	\$ 13,653,995.3	\$ 13,553,995.3	\$ 13,553,995.3	\$ -	\$ -	\$ -	\$ -
Annual Cash Flow							
Net Operating Income	\$ -	\$ -	\$ -	\$ 11,969,981	\$ 11,969,981	\$ 11,969,981	\$ 5,134,481
Total Asset Value@							
Total Costs of Sale (2) @							
Total Development Costs	\$ (13,653,995)	\$ (13,553,995)	\$ (13,553,995)	\$ -	\$ -	\$ -	\$ -
Net Cash Flow	\$ (13,653,995)	\$ (13,553,995)	\$ (13,553,995)	\$ 11,969,981	\$ 11,969,981	\$ 11,969,981	\$ 5,134,481
Net Present Value @	\$ 16,935,359.3			Unleveraged IRR:	17.0%		

Units	Hotel	Commercial	SF
45.0	Occupancy 70%	PSF Rent Office \$ 28	86,772
	ADR \$ 200	PSF Rent Retail \$ 32	76,218
6,500.0	Rooms 121	PSF Ops/Mtnc \$ 6.00	
63.0	Expenses 72%	Occupancy 80%	
7%			

Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
\$ 290,700	\$ 290,700	\$ 290,700	\$ 290,700	\$ 290,700	\$ 290,700	\$ 290,700	\$ 290,700
-	-	-	-	-	-	-	-
1,527,187	1,527,187	1,527,187	1,527,187	1,527,187	1,527,187	1,527,187	1,527,187
1,585,326	1,585,326	1,585,326	1,585,326	1,585,326	1,585,326	1,585,326	1,585,326
1,731,268	1,731,268	1,731,268	1,731,268	1,731,268	1,731,268	1,731,268	1,731,268
-	-	-	-	-	-	-	-
\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481
							\$ 51,344,813
							\$ (2,567,241)
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 5,134,481	\$ 53,912,053

Uses by Site and Scenario

Riverside Drive Development Plan Numeric Sketch

4 - Maximize Partnerships

Site	Occupied Stories	Residential					
		Apartments			Condos		
		Pct	Square Feet	Units	Pct	Square Feet	Units
A - Triangle Adjacent to Curve	5	0%	-	-	40%	61,980	41
B - Triangle South of Smokestack	5	80%	31,848	32	0%	-	-
C - Rectangle North of Smokestack	5	0%	-	-	40%	43,816	29
D - Riverfront Lot South of Craven	0	0%	-	-	0%	-	-
E - RiverLink Site	3	0%	-	-	0%	-	-
Railroad ROW	1	0%	-	-	0%	-	-
95-97 Roberts	4.5	50%	27,000	27	0%	-	-
Lot Adjacent to 95-97 Roberts	5	0%	-	-	0%	-	-
Lot Across from 95-97 Roberts	0	0%	-	-	0%	-	-
Total Square Feet and Units by Use			58,848	59		105,796	70

Required Parking by Site and Scenario

Riverside Drive Development Plan Numeric Sketch

4 - Maximize Partnerships

Site	Required Parking				
	Housing Units		Commercial		
	Apartments	Condos	Retail	Restaurant	Office
A - Triangle Adjacent to Curve	-	62	44	44	177
B - Triangle South of Smokestack	32	-	23	-	-
C - Rectangle North of Smokestack	-	44	13	19	-
D - Riverfront Lot South of Craven	-	-	-	-	-
E - RiverLink Site	-	-	31	47	-
Railroad ROW	-	-	-	-	-
95-97 Roberts	27	-	77	-	-
Lot Adjacent to 95-97 Roberts	-	-	-	-	-
Lot Across from 95-97 Roberts	-	-	-	-	-
Total	59	105	188	110	177

Commercial											Free for Structure d Parking
Retail			Restaurant			Office		Hotel			
Square Pct	Feet	Store- fronts	Square Pct	Feet	Eateries	Square Pct	Feet	Square Pct	Feet	Rooms	
10%	15,495	7	10%	15,495	4	40%	61,980	0%	-	-	
20%	7,962	4	0%	-	-	0%	-	0%	-	-	
4%	4,382	2	6%	6,572	2	0%	-	0%	-	-	
0%	-	-	0%	-	-	0%	-	0%	-	-	
4%	10,889	5	6%	16,334	4	0%	-	50%	136,116	227	
0%	-	-	0%	-	-	0%	-	0%	-	-	
50%	27,000	12	0%	-	-	0%	-	0%	-	-	
0%	-	-	0%	-	-	0%	-	0%	-	-	
0%	-	-	0%	-	-	0%	-	0%	-	-	
65,728 30			38,401 10			61,980		136,116 227			

			Planned Parking					Surplus/ Deficit
Commercial		Type						
Hotel	Total	Below Grade	Pct.	Square Feet	No.	Total		
-	327	83	0%	-	-	83	(244)	
-	55	16	0%	-	-	16	(39)	
-	76	58	50%	54,770	129	187	112	
-	-	-	0%	-	-	-	-	
227	305	242	40%	108,893	256	498	193	
-	-	-	0%	-	-	-	-	
-	104	-	0%	-	-	-	(104)	
-	-	24	100%	45,000	106	130	130	
-	-	20	100%	-	-	20	20	
227	866	443		208,663	491	934	68	

ROI Scenario 4 - Maximize Partnerships

Riverside Drive Development Plan Numeric Sketch

					Residential			
Construction Period					3 years	Unit Rent	\$	14,400
Sales Period					3 years	Occupancy		0.90
						PSF Ops/Mtn	\$	6.50
						Per Unit Price	\$	350,000
						Cost of Sale		
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	
Net Operating Income								
Apartments	\$ -	\$ -	\$ -	\$ 381,140	\$ 381,140	\$ 381,140	\$ 381,140	
Condos	-	-	-	7,595,000	7,595,000	7,595,000	-	
Office	-	-	-	1,090,848	1,090,848	1,090,848	1,090,848	
Retail/Restaurant	-	-	-	2,165,887	2,165,887	2,165,887	2,165,887	
Hotel	-	-	-	3,247,916	3,247,916	3,247,916	3,247,916	
Structured Parking	-	-	-	-	-	-	-	
Total NOI	\$ -	\$ -	\$ -	\$ 14,480,791	\$ 14,480,791	\$ 14,480,791	\$ 6,885,791	
Development Costs								
Apartments	\$ 1,384,533.3	\$ 1,384,533.3	\$ 1,384,533.3	\$ -	\$ -	\$ -	\$ -	
Condos	4,515,466.7	\$ 4,515,466.7	\$ 4,515,466.7	\$ -	\$ -	\$ -	\$ -	
Office	4,022,502.0	\$ 4,022,502.0	\$ 4,022,502.0	\$ -	\$ -	\$ -	\$ -	
Retail/Restaurant	3,631,493.3	\$ 3,631,493.3	\$ 3,631,493.3	\$ -	\$ -	\$ -	\$ -	
Hotel	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Structured Parking		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Bridge/Land	100,000.0	-	-	-	-	-	-	
Total Development Costs	\$ 13,653,995.3	\$ 13,553,995.3	\$ 13,553,995.3	\$ -	\$ -	\$ -	\$ -	
Annual Cash Flow								
Net Operating Income	\$ -	\$ -	\$ -	\$ 14,480,791	\$ 14,480,791	\$ 14,480,791	\$ 6,885,791	
Total Asset Value@								
Total Costs of Sale (2) @								
Total Development Costs	\$ (13,653,995)	\$ (13,553,995)	\$ (13,553,995)	\$ -	\$ -	\$ -	\$ -	
Net Cash Flow	\$ (13,653,995)	\$ (13,553,995)	\$ (13,553,995)	\$ 14,480,791	\$ 14,480,791	\$ 14,480,791	\$ 6,885,791	
Net Present Value @	\$ 31,302,642.7			Unleveraged IRR:	21.8%			

Units	Hotel	Commercial	SF
59.0	Occupancy 70%	PSF Rent Office \$ 28	61,980
	ADR \$ 200	PSF Rent Retail \$ 32	104,129
6,500.0	Rooms 227	PSF Ops/Mtnc \$ 6.00	
70.0	Expenses 72%	Occupancy 80%	
7%			

Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
\$ 381,140	\$ 381,140	\$ 381,140	\$ 381,140	\$ 381,140	\$ 381,140	\$ 381,140	\$ 381,140
-	-	-	-	-	-	-	-
1,090,848	1,090,848	1,090,848	1,090,848	1,090,848	1,090,848	1,090,848	1,090,848
2,165,887	2,165,887	2,165,887	2,165,887	2,165,887	2,165,887	2,165,887	2,165,887
3,247,916	3,247,916	3,247,916	3,247,916	3,247,916	3,247,916	3,247,916	3,247,916
-	-	-	-	-	-	-	-
\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791
							\$ 68,857,914
							\$ (3,442,896)
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 6,885,791	\$ 72,300,809

Development Costs by Site, Use and Scenario

1 - Play by the Rules

Site	Land/ Bridge	Residential				Retail	
		Apartments		Condos			
		No.	Cost	No.	Cost	Sq. Ft.	Cost
A - Triangle Adjacent to Curve	\$ 100,000	-	\$ -	41	\$ 13,546,400	15,495	\$ 3,382,559
B - Triangle South of Smokestack	-	32	4,153,600	-	-	7,962	1,738,105
C - Rectangle North of Smokestack	-	-	-	-	-	4,382	956,503
Total Units and Development Cost	\$ 100,000	32	\$ 4,153,600	41	\$ 13,546,400	27,839	\$ 6,077,166

Development Costs by Site, Use and Scenario

2 - Implement Form-Based Code

Site	Land/ Bridge	Residential				Retail	
		Apartments		Condos			
		No.	Cost	No.	Cost	Sq. Ft.	Cost
A - Triangle Adjacent to Curve	\$ 100,000	-	\$ -	58	\$ 19,163,200	9,917	\$ 2,164,837
B - Triangle South of Smokestack	-	45	5,841,000	-	-	11,147	2,433,346
C - Rectangle North of Smokestack	-	-	-	5	1,652,000	15,336	3,347,761
Total Units and Development Cost	\$ 100,000	45	\$ 5,841,000	63	\$ 20,815,200	36,399	\$ 7,945,945

Development Costs by Site, Use and Scenario

3 - Add Riverfront Hotel

Site	Land/ Bridge	Residential				Retail	
		Apartments		Condos			
		No.	Cost	No.	Cost	Sq. Ft.	Cost
A - Triangle Adjacent to Curve	\$ 100,000	-	\$ -	58	\$ 19,163,200	9,917	\$ 2,164,837
B - Triangle South of Smokestack	-	45	5,841,000	-	-	11,147	2,433,346
C - Rectangle North of Smokestack	-	-	-	5	1,652,000	15,336	3,347,761
D - Riverfront Lot South of Craven	400,000	-	-	-	-	5,826	1,271,903
Total Units and Development Cost	\$ 500,000	45	\$ 5,841,000	63	\$ 20,815,200	42,226	\$ 9,217,848

Development Costs by Site, Use and Scenario

4 - Maximize Partnerships

Site	Land/ Bridge	Residential				Retail	
		Apartments		Condos			
		No.	Cost	No.	Cost	Sq. Ft.	Cost
A - Triangle Adjacent to Curve	\$ 100,000	-	\$ -	41	\$ 13,546,400	15,495	\$ 3,382,559
B - Triangle South of Smokestack	-	32	4,153,600	-	-	7,962	1,738,105
C - Rectangle North of Smokestack	-	-	-	29	9,581,600	4,382	956,503
D - Riverfront Lot South of Craven	-	-	-	-	-	-	-
E - RiverLink Site	250,000	-	-	-	-	10,889	2,377,130
Railroad ROW	250,000	-	-	-	-	-	-
95-97 Roberts	2,200,000	27	3,504,600	-	-	27,000	5,894,100
Lot Adjacent to 95-97 Roberts	-	-	-	-	-	-	-
Lot Across from 95-97 Roberts	-	-	-	-	-	-	-
Total Units and Development Cost	\$ 2,800,000	59	\$ 7,658,200	70	\$ 23,128,000	65,728	\$ 14,348,396

Commercial						Parking				Total
Restaurant		Office		Hotel		At/Below Grade		Surface		
Sq. Ft.	Cost	Sq. Ft.	Cost	Rooms	Cost	No.	Cost	No.	Cost	
15,495	\$3,382,559	61,980	\$12,067,506	-	-	83	\$ 235,056	-	\$ -	\$ 32,714,079
-	-	-	-	-	-	16	45,312	-	-	1,783,417
6,572	1,434,755	-	-	-	-	58	164,256	232	5,475,200	8,030,714
22,067	\$4,817,313	61,980	\$12,067,506	-	-	157	\$ 444,624	232	\$ 5,475,200	\$ 42,528,210

Commercial						Parking						Total
Restaurant		Office		Hotel		At/Below Grade		Surface				
Sq. Ft.	Cost	Sq. Ft.	Cost	Rooms	Cost	No.	Cost	No.	Cost			
9,917	\$2,164,837	86,772	\$16,894,508	-	-	83	\$ 235,056	128	\$ 3,020,800	\$ 43,743,239		
-	-	-	-	-	-	16	45,312	-	-	2,478,658		
15,336	3,347,761	-	-	-	-	58	164,256	271	6,395,600	14,907,379		
25,252	\$5,512,599	86,772	\$16,894,508	-	-	157	\$ 444,624	399	\$ 9,416,400	\$ 61,129,277		

Commercial						Parking				Total	
Restaurant		Office		Hotel		At/Below Grade		Surface			
Sq. Ft.	Cost	Sq. Ft.	Cost	Rooms	Cost	No.	Cost	No.	Cost		
9,917	\$2,164,837	86,772	\$16,894,508	-	-	83	\$ 235,056	128	\$ 3,020,800	\$	43,743,239
-	-	-	-	-	-	16	45,312	-	-		2,478,658
15,336	3,347,761	-	-	-	-	58	164,256	271	6,395,600		14,907,379
8,740	1,907,855	-	-	121	26,449,995	78	220,896	137	3,233,200		33,483,849
33,992	\$7,420,454	86,772	\$16,894,508	121	26,449,995	235	\$ 665,520	536	\$12,649,600	\$	94,613,125

Commercial						Parking				Total	
Restaurant		Office		Hotel		At/Below Grade		Surface			
Sq. Ft.	Cost	Sq. Ft.	Cost	Rooms	Cost	No.	Cost	No.	Cost		
15,495	\$3,382,559	61,980	\$12,067,506	-	-	83	\$ 235,056	-	\$ -	\$ 32,714,079	
-	-	-	-	-	-	16	45,312	-	-	1,783,417	
6,572	1,434,755	-	-	-	-	58	164,256	129	3,044,400	15,181,514	
-	-	-	-	-	-	-	-	-	-	-	
16,334	3,565,695	-	-	227	49,621,065	242	685,344	256	6,041,600	62,540,834	
-	-	-	-	-	-	-	-	-	-	250,000	
-	-	-	-	-	-	-	-	-	-	8,094,100	
-	-	-	-	-	-	24	67,968	106	2,501,600	2,569,568	
-	-	-	-	-	-	20	56,640	-	-	56,640	
38,401	\$8,383,008	61,980	\$12,067,506	227	49,621,065	443	\$ 1,254,576	491	\$11,587,600	\$ 123,190,151	

G. SOURCES & RESOURCES

The consulting team interviewed numerous people about RAD's past, present and future and its relationships to RADTIP and RDDP. People were extraordinarily generous with their time, insights and ideas.

Interviews & Meetings:

Date/Time	Person(s) (* connotes AARRC Commissioner)	Affiliation	Place
1. February 14, 4:00	AARRC (10)		Chamber
2. March 14, 4:00	AARRC (11)		Chamber
3. April 3, 12:00	COA/Team (15)		City Hall
4. April 15, 1:00	*Peter Sprague (1)	AARRC/BSA	McDonald's
5. April 20, 9:00	COA/AARRC/Team (12)	Site tour	Wedge, etc.
6. May 9, 4:00	AARRC (10)		Chamber
7. May 31, 4:00-7:00	Public Review #1 (~75)	General Public	PSNC Building
8. June 6, 12:00	COA/Team (8)		City Hall
9. June 24, 9:30	COA/Team Charrette #1 (9)	Charrette	Mathews
10. June 24, 4:30	Ava Carr (1)	EWANA	By phone
11. June 25, 1:00	COA/Team Charrette #2 (9)	Charrette	Mathews
12. June 25, 4:00	RADBA (32)		FLS Energy
13. June 26, 9:30	COA/Team Charrette #3(10)	Charrette	Mathews
14. June 27, 11:30	*Pattiy Torno (4)	AARRC/artist/owner	Curve
15. June 27, 3:00	COA/Team/TNP (4)		Conference call
16. June 28, 11:00	Kate O'Hara (1)	LOS/AARRC	LOS
17. June 28, 1:00	Mike Sule (1)	AVL on Bikes	Clingman Cafe
18. July 3, 9:30	Dave Campbell, Hedy Fischer, David Lookingbill, Brian McCarthy, Joe Ransmeier, Tim Schaller (6)	RADPAC	Odyssey Center
19. July 3, 11, 11:00	Hedy Fischer (1)	Owner	Odyssey Center
20. July 3, 3:00	Kitty Love (1)	AAAC	AAAC
21. July 8, 1:30	Robert Camille (1)	Owner	By phone
22. July 8, 4:00	Matt Sprouse (1)	RADBA/tenant	352 Depot
23. July 9, 10:00	*David King (1)	AARRC/County	County offices
24. July 9, 11:00	*Dan Hitchcock (1)	AARRC	Adams Law Firm
25. July 9, 3:30	COA/Team Charrette #4 (9)	Charrette	Mathews
26. July 10, 2:00	*Stephanie Brown (1)	AARRC/CVB	CVB
27. July 10, 3:30	Brian King (2)	12 Bones	12 Bones
28. July 11, 1:00	Joe Ransmeier (1)	Artist/tenant	Studio
29. July 11, 4:00	AARRC (12)		Chamber
30. July 12, 11:00	*Jerry Vehaun (1)	AARRC/CIBO/owner	Starbuck's
31. July 15, 11:00	Karen Cragolin (2)	RiverLink/owner	RiverLink
32. July 15, 2:00	*Jan Davis (1)	AARRC/City Council	Tire Store
33. July 16, 2:00	*Cindy Weeks (1)	AARRC/MHO/owner	MHO
34. July 17, 3:00	Chris Peterson	Owner	By phone
35. July 18, 11:30	Mike Gargiulo (1)	Tenant	J R Stone Sales
36. July 19, 3:00	Luke Perry (1)	WECAN	Clingman Cafe

Date/Time		Person(s) (* connotes AARRC Commissioner)	Affiliation	Place
37.	July 23, 3:00	*Karl Koon (1)	AARRC/owner	Asheville Oil
38.	July 24, 9:00	AARRC Design Review Committee, Mark Allison, Marty Black, *Carlton Collins, Darren Green, Richard Hall, *Terry Meek (6)	AARRC	AAAC
39.	July 24, 2:00	Otilia Harris, LaShanna McMorris and Ilesha Ray (3)	Hillcrest Residents	Hillcrest 17-A
40.	July 26, 10:30	Darren Green (1)	RADBA/artist/owner	Old Wood Shop
41.	July 29, 10:30	Eileen and Marty Black (2)	AARRC design review artists/owners	Potter's Mark
42.	July 31, 10:30	Peter Mallett (1)	Owner	Mallett home
43.	August 1, 6:30	WECAN (6)	Community meeting	MHO
44.	August 6, 4:30	Peter Alberice, Joe Miniccozi, Pat Whalen (3)	Downtown/RAD	Wedge
45.	August 8, 4:00	AARRC (12)	AARRC	Chamber
46.	August 9, 11:30	*Carlton Collins (1)	AARRC design review	MPS Architects
47.	August 20, 4:00-7:00	Public Review #2 (~75)	General public	Pink Dog
48.	August 21, 11:45	COA/Team (5)	Review/recap	City Hall
49.	August 22, 8:30	Kitty Love/Team (3)	AAAC +	Early Girl
50.	August 22, 10:00-4:00	Team charrette #5 (8)	Team/Torno	Mathews
51.	August 23, 9:00-1:00	Team Charrette #6 (7)	Team	Mathews
52.	August 27, 2:30	Tyler Foos (1)	New Belgium	30 Norwood
53.	September 5, 1:00	Team Charrette #7 (6)	Team	MAPA
54.	September 11, 6:45	Asheville on Bikes (8)	Stakeholders	ProBikes
55.	September 12, 4:00	AARRC (17)	AARRC	Chamber
56.	September 13, 11:00	COA (12)	COA Team	City Hall
57.	September 25, 9:00	AARRC Design Review (11)	AARRC Design Review	AAAC
58.	October 17, 3:00-5:00	Open House (8)	East/Riverway Review	City Hall
59.	October 29, 1:00-3:00	Judy Daniel, Eric Hardy, Frank McGowan, Steph Monson, Sam Powers, Nikki Reid, Jeff Staudinger (7)	General COA Review	City Hall
60.	November 14, 4:00	AARRC (19)	AARRC	Chamber
61.	November 21, 3:00-5:00	Open House (22)	East/Riverway Review	City Hall
62.	December 12, 4:00	AARRC (12)	AARRC	Chamber
63.	December 13, 10:00	COA (2)	RDDP	City Hall
64.	December 16, 2:30	Durwood Laughingwell (1)	Norfolk Southern	By Phone
65.	December 19, 3:00-5:00	Open House (7)	East/Riverway Review	City Hall
66.	January 9, 4:00	AARRC (27)	AARRC	Chamber
67.	January 16, 3:00-5:00	Open House(8)	East/Riverway Review	City Hall

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City of Asheville

Elected Officials

Mayor Esther Manheimer
Former Mayor Terry Bellamy
Council Member Cecil Bothwell
Council Member Jan Davis
Council Member Marc Hunt
Council Member Chris Pelly
Council Member Gordon Smith
Council Member Gwen Wisler

City of Asheville

Staff

City Manager's Office
Cathy Ball, Assistant City Manager
Office of Economic Development
Sam Powers, Director
Stephanie Monson, Urban Planner
Nikki Reid, Real Property
Brenda Mills, Administrative Services
Office of Planning
Judy Daniel, Director
Jeff Staudinger, Community Development
Office of Transportation
Ken Putnam, Director
Harry Brown, Parking Services Manager
Jeff Moore, City Traffic Engineer
Finance and Management Services
Eric Hardy, Deputy Finance Director

Asheville Area Riverfront Redevelopment Commission

Pattiy Torno, Chair
Stephanie Brown, Vice Chair (2014)
Carlton Collins
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Dan Hitchcock
David King
Karl Koon

Esther Manheimer, Mayor of Asheville
Terry Meek
George Morosani
Ricky Silver
Peter Sprague
Pam Turner
Jerry Vebaun, Mayor of Woodfin
Cindy Weeks

CONSULTING TEAM:

The RDDP consulting team, listed below, benefitted from the leadership and devotion of Stephanie Monson Dahl, Urban Planner, who provided project management for the City of Asheville under the auspices of the Office of Economic Development.

Team Leader:

Tom Gallaher, AICP, MCP
Heritage Directions, LLC
30 Norwood Avenue
Asheville, NC 28804
828.250.9899
tomg@heritagedirections.com
www.heritagedirections.com

Team Members:

Chris Joyell
Asheville Design Center
The Flatiron Building
20 Battery Park Avenue, Suite 515A
Asheville, NC 28801
828.782.7894
chris@ashevilledesigncenter.org
www.ashevilledesigncenter.org

Elaine Van S. Carmichael, AICP
Economic Stewardship, Inc.
26 West Pine Street
Sturgeon Bay, WI, 54235
920.743.2010
elaine@econstew.com
www.economicstewardship.com

Woody Kloesel, PE
Kloesel Engineering, PA
8 Magnolia Ave., Suite 100
Asheville, NC 28801
828.255.0780
woody@kloesel-engineering.com
www.kloesel-engineering.com

Jane Gianvito Mathews, AIA, LEED AP BD+C
Chip Howell, Associate AIA, LEED AP
Mathews Architecture, P.A.
34 Wall Street, Suite 307
Asheville, NC 28801
828.253.4300
jane@mathewsarchitecture.com
chip@mathewsarchitecture.com
www.mathewsarchitecture.com

David Pearson, ASLA
Paul Russell, ASLA
Pearson Russell Landscape Architecture
76 Grovewood Road
Asheville, NC 28804
828.301.4464
www.pearsonrussell.com

Jason T. Gilliland, RLA
Julie N. Gilliland, RLA
Site Design Studio, PLLC
28 Hi Landa Acres
Weaverville NC 28787
828.484.8225
julie@sds-la.com
jason@sds-la.com
www.sds-la.com





Heritage Directions, LLC

Mathews Architecture PA

Kloesel Engineering PA

Economic Stewardship, Inc.

Site Design Studio, PLLC

Pearson Russell Design Associates

Asheville Design Center

